



TANZANIA POSTS CORPORATION

8TH STRATEGIC BUSINESS PLAN (SBP) 2022/23 - 2025/26

Dar es Salaam

2021

ABBREVIATIONS AND ACRONYMS

2IPD	Integrated Index for Postal Development
4IR	Fourth Industrial Revolution
APP	Annual Procurement Plan
ATC	Air Tanzania Company Limited
B2B	Business to Business
B2C	Business to Customers
BOT	Build Operate and Transfer
CAG	Controller Audit General
CDS	Customer Declaration System
CDS	Customs Declaration Systems
CIC	Community Information Centres
CMS	Contract Management System
CSR	Corporate Social Responsibilities
DIT	Dar Es Salaam Institute of Technology
DRR	Disaster Risk Recovery
EAC	East African Community
EACO	East African Communications Organization
EMS	Expedited Mail Service
EPOCA	Electronic and Postal Communications Act
ERM	Enterprise Risk Management
FAS	Financial and Agency Services
GMS	Global Monitoring System
HCMIS	Human Capital Management Information System
HRP	Human Resources Plan
IB	International Bureau
IFS	International Financial System
IPS	International Postal System
IQRS	Integrated Quality Reporting System
ISO	International Organization for Standardization
LAN	Local Area Network
M&E	Monitoring and evaluation
MICIT	Ministry of Information Communication and Information Technology
MUSE	Mfumo wa Ulipaji Serikalini
NAPS	National Addressing and Postcode System
NBS	National Bureau of Statistics

NGO's	Non-Government Organizations
OE	Office of Exchange
OMDS	Overnight Mail Delivery Systems
OPRAS	Open Performance Review and Appraisal System
PAPU	Pan African Postal Union
PCCB	Prevention and Combating of Corruption Bureau
pCUM	City Urgent Mail
PlanRep	Planning, Budgeting and Reporting System
PMIS	Postal Management Information System
POS	Point Of Sale
PPP	Public Public/Private Partnership
PPRA	Public Procurement Regulatory Authority
QMS	Quality Management System
QSF	Quality of Service Fund
R&D	Research and Development
SADC	Southern African Development Community
SAPOA	Southern Africa Postal Operators Association
SBP	Strategic Business Plan
SDGs	Sustainable Development Goals
SGR	Standard Gauge Railway
SMMEs	Small, Medium and Micro Enterprises
SWOC	Strength, Weaknesses, Opportunities, Challenges
TANePS	Tanzanian National e-Procurement System
TANESCO	Tanzania Electric Supply Company Limited
TASAC	Tanzania Shipping Agencies Corporation
TCRA	Tanzania Communications Regulatory Authority
TPA	Tanzania Ports Authority
TPC	The Tanzania Posts Corporation
TRC	Tanzania Railways Corporation
TRO	Treasury Registrar's Office
TTCL	Tanzania Telecommunications Corporation
UPU	Universal Posta Union
USO	Universal Services Obligation
VAT	Value Added Tax
VCT	Voluntary Cancelling and Testing

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FOREWORD BY THE PERMANENT SECRETARY - MICIT

The Tanzania Posts Corporation (TPC) was established by Act of Parliament No. 19 of 1993, and became operational on the 1st January, 1994. As a designated public postal operator, TPC is obligated to abide by Universal Services Obligation (USO) which mandates the Corporation to provide accessible, affordable and reliable postal services to the people of the United Republic of Tanzania in all corners of this country. Since its inception in 1994, the Corporation has implemented a series of strategic business plans.

Considering the pivotal role of postal services towards socio-economic development, TPC has developed the Eighth Strategic Business Plan intending to provide a blueprint on digitization of the post office to enhance competitiveness. The plan will facilitate the objective of the Country to reflect the goals of the vision which include building a strong, competitive economy, of middle-income status and semi-industrialised economy that can compete regionally and internationally without losing the goal of strengthening human development.

Besides, this plan is aligned to the National Five-Year Development Plan - Phase III 2021/22-2025/26, whereas the Government intends to take solid steps in improving key productive infrastructures including roads, railways, water and air transport as well as reliable access to energy. As a designated public postal operator, TPC has a fundamental and central role to play in economic development, trade and social cohesion especially in the under-served communities. This plan is also aligned to the Sustainable Development Goals; Tanzania Development Vision 2025; National Postal Policy 2003, the Ruling Party manifesto 2020-2025, TPC Master Plan 2014-2023, Abidjan UPU Postal Strategy 2021-2025, EAC Postal Development Strategy, TPC Establishment Act No. 19 of 1993; Electronic and Postal Communications Act, 2010; HIV/AIDS and Non – Communicable Diseases Guideline of 2014 and various national and international initiatives on postal, communication and digital development.

In the next four years, the Post Office is self-assured to become a focal point of the Tanzanian government through services extension to citizens while operating profitably. Its competitive advantage as a state-owned entity, stands on its vast physical network touching all corners of Tanzania. The implementation of Digital Tanzania Project intending to enhance establishment of E-commerce Platform through Tanzania Post, implementation of the National Addressing and Postcode System, Digital transformation and provision of Government services through Huduma Pamoja Centers will enhance its momentous role towards socio-economic development.

In pursuit of the country's developmental agenda, the Government will always ensure availability of enabling environment to the Corporation and keep it run in accordance to the best practices of good governance whereas security and order shall be maintained

all the time. Besides, in achieving the priority areas of this Plan TPC is committed to its mission of providing innovative quality postal, logistics, financial e-commerce and government services that satisfy the aspirations of all stakeholders”.

Kazi iendeleee!

.....

DR. JIM YONAZI

**PERMANENT SECRETARY MINISTRY OF INFORMATION, COMMUNICATION AND
INFORMATION TECHNOLOGY**

STATEMENT OF THE POSTMASTER GENERAL (CEO)

The TPC Eighth Strategic Business Plan 2022/23 – 2025/26 informs the four-year strategic direction and the underlying programs, projects, operational plans, key strategic actions and initiatives that will move the Corporation forward to realize its envisaged strategic goals. These planned actions are under-pinned by the key performance indicators ensuring that effective monitoring and evaluation framework is in place to determine effectiveness and sustainability of the strategic plan. The pegged performance indicators will further determine whether the planned strategies are leading the Corporation towards its envisaged goals.

The six strategic objectives for the 8th SBP are:

- A. HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved;
- B. Effective Implementation of National Anti-Corruption Strategy enhanced and sustained;
- C. Service delivery, accountability and security in postal services enhanced;
- D. Business Growth and Profitability Improved;
- E. Digitization of Postal services & Business processes Enhanced;
- F. Institutional Management and Capacity to deliver quality services improved.

Alongside these objectives, TPC endeavors towards digitization of postal services and business sits at the heart of this Strategic Plan. This initiative is geared to help the corporation become Digital Native on the edge of competition and e-commerce as Tanzania drives towards Fourth Industrial Revolution (4IR) and digital economy. In the next four years, TPC will review its ICT practices to improve ICT usage, introduce Postal Digital Map to strengthen courier and logistics services, Optimize PMIS and SMARTPOSTA services, Strengthen Track & Trace of customer items & Delivery information notification, invest in e-commerce and Posta e-wallet (POSTACASH), and enhance provision of government services through a single window system. In this regard; the Tanzania Post aims to become the face of the Tanzanian government services extension to citizens.

Furthermore, TPC aspires to increase its business volumes, revenue and profitability to achieve operational efficiency significantly through digitization of its business processes for further commercialization and product diversification, enhancing resources mobilization, conducting targeted marketing and equipping TPC with modern equipment and working tools. This plan also focuses to tap the growth potential for parcels, express courier business worldwide and e-commerce delivery opportunities.

By 2025/26, the Posta brand expects to be regarded as an essential strategic component to Government's national infrastructure towards socio-economic development particularly in under serviced communities and, most importantly, for improving the quality of life for all people of the country.

Posta, Let's Go!

.....
MACRICE D. MBODO
AG. POSTMASTER GENERAL

EXECUTIVE SUMMARY

In line with the inherent tradition of coordinating corporate strategies and efforts invested in time and resources, strategically there remains a need for developing a successor plan. Implementation of the TPC 7th Strategic Business Plan (SBP) has been moving under challenging circumstances, therefore developing the 8th SBP is necessitated by the need to abide by the dynamism of the postal sector and the factors associated with that evolution. The Corporation has experienced unstable inflows of revenue from its operations in 2019/20 and 2020/21 due to heightened competition influenced by challenges of technology and capital inadequacies such that, revenue generated accounts to 68% and 66% of the target in 2019/20 and 2020/21 respectively.

Considering the significant contribution of postal services towards socio-economic development, TPC has developed this strategy intending to provide a blueprint for the next four years. The theme of the 8th SBP (2022/23-2025/26) is “**Digitization of Post for business improvement and sustainability**”. This initiative is geared to help the corporation become Digital Native on the edge of competition and e-commerce as Tanzania drives towards the Fourth Industrial Revolution (4IR) and digital economy. The plan reflects the goals of the vision which include building a strong, competitive economy, of middle-income status and semi-industrialized economy that can compete regionally and internationally without losing the goal of strengthening human development.

Besides, this plan is aligned to the National Postal Policy 2003, the Ruling Party manifesto 2020-2025, National Five-Year Development Plan - Phase III, TPC Master Plan 2014-2023, Abidjan UPU Postal Strategy 2021-2025, EAC Postal Development Strategy and various national and international initiatives on postal, communication and digital development.

The 8th SBP has also been compiled in line with the TPC Digital transformation initiatives; Digital Tanzania Project, TPC mandate to transport laboratory samples from spoke centres and/or hubs to the main lab for further processing and testing; Government recent initiatives on the implementation of the National Addressing and Postcode System; Government-led initiatives on Transportation sector; and great potential in e-commerce and parcel business which is the future of the post as the traditional mail business is irreversibly declining.

In order to realize its vision and mission, TPC has set six strategic objectives, four (4) of which are core business objectives (C, D, E and F) while two (2) are cross-cutting national objectives (A and B). These objectives are:

- A. HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved;
- B. Effective Implementation of National Anti-Corruption Strategy enhanced and sustained;
- C. Service delivery, accountability and security in postal services enhanced;
- D. Digitization of Postal services & Business processes Enhanced;
- E. Institutional Management and Capacity to deliver quality services improved;

In terms of resource requirements, the plan has projected a cumulative revenue of Tshs. 194.05 Billion from its operations. The envisaged programs, initiatives, projects and activities have been allocated with Tshs 177.7 billion of which 159.6 be spent for recurrent activities and Tshs 18.15 billion for development expenditure

CHAPTER ONE

1.0 INTRODUCTION

This chapter provides insights into the envisioned plan. The main components/sections which have been conferred are background and context of the Corporation, methodology/approach, institutional framework and profile of the Corporation, the purpose of the plan, and document layout.

1.1 Background and Context

The Tanzania Posts Corporation (TPC) was established by Act of Parliament No. 19 of 1993 and became operational on the 1st January, 1994. As a designated public postal operator, TPC is obligated to abide by universal services obligation (USO) which mandates the Corporation to provide accessible, affordable, and reliable postal services to the people of the United Republic of Tanzania in all corners of this country. The principal functions of the Corporation as spelt under Section 8 of TPC Act No.19 of 1993 are:

- (a) The provision of a national postal service within the United Republic and between places outside the United Republic of Tanzania.
- (b) Meeting the industrial, commercial, social and household needs of the nation for comprehensive and efficient postal services and so far as the corporation consider reasonably practicable to satisfy all reasonable demands for such services throughout the United Republic of Tanzania.
- (c) The provision of services by which money may be remitted (whether by means of money order, postal orders or otherwise) as the Corporation thinks fit.
- (d) Provision of counter services for the Corporation's own and Government business and provided that they are compatible with those services and within subsections, for other as the Corporation thinks fit.
- (e) In addition, the Act provide for freedom to the corporation to do any business that appeals to it to be requisite, advantageous or incidental to, or which appear to it to facilitate, either directly or indirectly the performance by it of its functions as specified in the Act and provided it is not inconsistent with any enacted laws.

Considering the significant contribution of postal services towards socio-economic development, TPC has developed this strategy intending to provide a blueprint for the next four years. The theme of the 8th SBP (2022/23-2025/26) is **“Digitization of Post for business improvement and sustainability**. The plan will facilitate the objective of the Country to become a high middle-income country by 2025 and support Government endeavours to transform the country's economy towards a digital economy. Besides, the strategic plan is aligned to the National Postal Policy 2003, the Ruling Party

manifesto 2020-2025, National Five-Year Development Plan - Phase III, TPC Master Plan 2014-2023, Abidjan UPU Postal Strategy 2021-2025, EAC Postal Development Strategy and various national and international initiatives on postal, communication and digital development.

1.2 Institutional Framework

TPC is solely owned by the Government of the United Republic of Tanzania and is placed under the Ministry of Information, Communications and Information Technology. The Government through the Treasury Registrar and the parent Ministry is responsible for policy formulation, general direction and control of the postal sector in the country. The regulatory framework for postal operations is vested to Tanzania Communications Regulatory Authority (TCRA).

Activities of the TPC are overseen by the Board of Directors, which is responsible for the general policy conduct of the business, whereas, day to day TPC affairs are coordinated by the Postmaster General assisted by the Management team. Both the Board of Directors and the Postmaster General are answerable to the Minister of Information, Communications and Information Technology. The Chairman of the Board of Directors and the Postmaster General (the Chief Executive Officer of the Corporation), are both appointed by the President of the United Republic of Tanzania.

1.3 TPC Product Portfolio

S/N	Business Unit	Products and Services
1	Mails and Logistics	Ordinary letters (domestic/International, Outgoing & Incoming)
		Registered and insured postal mail items (domestic/International, Outgoing & Incoming)
		Postal Parcels (domestic/ International, Outgoing & Incoming)
		Small Packets (domestic/International, Outgoing & Incoming)
		Post Cargo under Overnight Mail Delivery Services and heavy-duty cargo transportation
		Post Bus/Posta Coach
		Philatelic Products
		Posta Freight Forwarding Business
2	Expedited Mail Service (EMS)	EMS Documents and Parcels (domestic, Outgoing & Incoming)
		EMS Cargo
		City Urgent Mail (pCUM)
3	Financial and Agency Business	(a) Financial Services
		Money Orders and Postal Orders:
		Posta Cash
		Interstate Money Orders
		Posta Giro Services
		(b) Agency Business
		Banking Agency
		Western Union Money Transfer
		Money Gram
		Insurance Agency

		Sales of Electricity token (TANESCO LUKU)
		Agency for Mobile Money Transfers
		Newspapers/Publications
		Phone cards/Recharge vouchers
4	E-Business	E- Services, e.g. Post Internet cafes, Community Information Centers
		Online Shops
5	A Real Estate Business	Estates Rental Business
		Car Parking facilities
6	Posta Bureau de Change	Buying and selling of currencies

1.4 Approach

The participatory approach was employed in developing this Strategic Business Plan in which useful inputs were organized from various stakeholders within and outside the Corporation. The involvement of professionals from TPC departments and units was highly considered, TPC Management and expert from Treasury Registrar's office were as well involved in the formulation of the strategy through workshops, group discussions, surveys, documentary reviews, interviews and consultation. This plan has got the consent of TPC staff through the Master Workers' Council, and was further reviewed and approved by the TPC Board of Directors. Besides, key stakeholder including the Parent Ministry, Treasury Registrar's Office, Tanzania Revenue Authority, Tanzania Telecommunications Corporation, Universal Communications Service Access Fund as well were involved in the preparation of this Plan.

The process of developing this Plan involved reviewing relevant information that includes Ruling Party Manifesto (2020-2025); Government directives and policies; guidelines; Five Years Development Plan – Phase III; National Postal Policy 2003; TPC Establishment Act No. 19 of 1993; Electronic and Postal Communications Act, 2010; Master Plan 2014-2023, Abidjan UPU Postal Strategy 2021-2025; EAC Postal Development Strategy; National Anti-Corruption Strategy; and HIV/AIDS and Non – Communicable Diseases Guideline of 2014. Scanning of the internal and external environment was further conducted by assessing the current vision, mission, and core values, conducting TPC performance review of the business and strategic objectives, Stakeholder Analysis and SWOC Analysis. As a result, the situational analysis came up with critical issues for strategic objectives formulation.

1.5 Purpose of the Plan

In line with the inherent tradition of coordinating corporate strategies and efforts invested in time and resources, strategically there remains a need of developing a successor plan. Since Strategic Plan is a living document, drive for ending up the TPC 7th Strategic Business Plan (SBP) and developing the 8th SBP is necessitated by the

need to abide by the dynamism of the postal sector and the factors associated with that evolution.

Among other factors, this plan has been developed to address issues pertaining to the amendment of the Tanzania Posts Corporation Act, (CAP. 303); World Postal Strategy (Abidjan Postal Strategy and Business Plan 2021-2025); implementation of the Digital Tanzania Project; TPC Master Plan 2014-2023, TPC mandate to transport laboratory samples from spoke centres and/or hubs to the main laboratory for further processing and testing; TPC Digital transformation initiatives towards a digital native post; Government recent initiatives on the implementation of the National Addressing and Postcode System; Government recent initiatives on Transportation sector; and a great potential in e-commerce and parcel business which is the future of the post as the traditional mail business is irreversibly declining.

In this regard, the plan is aiming at accomplishing activities that were not completed in the course of the outgoing plan along with all works in progress while implementing new strategic objectives. The strategic objectives, the underlying strategies and targets are key instruments for each department/unit to initiate a number of activities and key performance indicators throughout the plan. These objectives and indicators will be cascaded down to the individual employee level to ensure their achievement within the specified period.

Furthermore, this plan intends to complement the Master Plan through its ending tenure and Annual Business Plans and budgets as they are developed annually to execute the planned activities.

1.6 Lay Out of the Plan

This document consists of five chapters. The first chapter contains an introduction that provides insights on the envisioned plan; main components/sections which have been conferred include background and Context, methodology/approach, institutional framework and profile, the purpose of the plan and document layout. The second chapter consists of a situational analysis that evaluates the internal and external factors that affect the TPC and its mandate; the main components contained under this chapter include a review of relevant information, performance review; stakeholder analysis and SWOC analysis. The third chapter consists of the TPC vision, mission and core values; objectives, strategies, targets and key performance indicators have also been highlighted in this chapter. The fourth chapter contains the financial plan and lastly, the fifth chapter addresses the Monitoring, Evaluation and Reporting framework of the plan.

Table 1.1 below summarises the layout of this plan;

Table 1.1: Lay Out of the Plan

Chapter	Topic
1.	Introduction
2.	Situational Analysis
3.	The Plan
4.	Financial Plan
5.	Monitoring, Evaluation and Reporting Plan

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

This chapter covers the analysis of external and internal environments likely to affect TPC. The analysis has been conducted by reviewing relevant information, conducting a performance review of TPC business products and services for the period of 2016/17-2020/21, undertaking a performance review of the strategic objectives and targets for the period of 2019/20-2020/21 emanating from the 7th Strategic Business Plan, using SWOC analysis, stakeholder's analysis and highlighting on recent initiatives. The situational analysis includes the identification of critical issues which need to be considered in the formulation of the plan.

2.1 Review of Relevant Information

A review of relevant information was undertaken to find key issues to be implemented in this Strategy, which are related to TPC, Communication and Information Technology Sector. A review of the same is presented below:

2.1.1 CCM Election Manifesto (2020-2025)

The ruling party manifesto acknowledges the importance of the communication sector as an “enabler” of other sectors in the contribution to socio-economic development. TPC as a key player in the sector will address the implementation of the key issues/ initiatives envisioned in the manifesto as summarized below:

S/N	Issues Identified	Way Forward
1.	For the next five years of manifesto implementation (2020-2025), the Government will strive to achieve prosperity in the Digital Economy through; Establishment of One-Stop Centers to facilitate accessibility and reliability of foundational and dependent government services	Establish and operationalize 31 One-Stop centres (Huduma Pamoja Centers) by 2024/2025
2.	The Government will increase the contribution of the communications sector to GDP by increasing the use of ICT;	<ul style="list-style-type: none">• Increase level of ICT usage in the provision of postal services• Invest in e-products ie Establish Posta Cash e-wallet, E-commerce, enhance smart Posta system and deploy digital delivery map system
3.	The Government will increase internet users from 43 percent in 2020 to 80 percent in 2025	
4.	The Government will ensure National Addressing and Postcode Systems are set up in the country to facilitate access to, and delivery of various services	<ul style="list-style-type: none">• Develop digital delivery map system• Deliver mail items at doorsteps in all areas with NAPS
5.	The Government will put in place effective strategies to strengthen the online business (e-commerce) in collaboration with various stakeholders inside and outside the Country.	Establish an E-commerce platform and e-commerce innovation centre through Digital Tanzania Project
6.	The Government will improve and enhance performance of the Tanzania Ports Authority (TPA), Tanzania Railways (TRC), Air Tanzania Company Limited (ATC), and Tanzania Shipping Agencies Corporation (TASAC) so that they can make a meaningful contribution to transportation activities in the country and neighboring countries.	<ul style="list-style-type: none">• Collaborate with TRC, TPA, ATC, and TASAC in conveyance of postal items and leverage opportunities driven from investment in transportation infrastructures
7.	By 2025, the government will implement different strategic	

	projects to improve national transportation infrastructure (Roads Construction, water transportation, Air transportation, and Standard Gauge Railway) for Improved public transport, Increased Mobility, and Accessibility.	<ul style="list-style-type: none"> Establish Mail Hub at Dodoma to facilitate distribution of mail items across the country by leveraging SGR driven opportunities
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2.1.2 National Five Year Development Plan (FYDP)- Phase III

S/N	Issues Identified	Actions to be Taken by TPC
1.	By 2025, the government will implement different strategic projects to improve national transportation infrastructure (Roads Construction, water transportation, Air transportation, and Standard Gauge Railway) for Improved public transport, Increased Mobility, and Accessibility.	Collaborate with Tanzania Railways Corporation (TRC) for postal products transportation through Standard Gauge Railway (SGR) infrastructures Establish Mail Hub at Dodoma to facilitate distribution of mail items across the country by leveraging SGR driven opportunities
2.	By 2025, National Addressing and Postcode System should be established in 4,067 wards	Provide mail delivery at doorsteps in all areas with National Addressing and Postcode System (NAPS)
3.	By 2025, Digital Tanzania Project (a project worthy TZS. 352,816,500,000) should be implemented	Establish and operationalize Huduma Pamoja Centers Establish and Operationalize Tanzania E-commerce platform Establish and Operationalize E-commerce Center of Excellence

2.1.3 Ministry of Information, Communications and Information Technology - Strategic Plan (2021/22 – 2025/26)

S/N	Issues Identified	Way Forward
1.	The EPOCA, 2010 Act enforced the Implementation of National Addressing and Postcode System whereby 118 Wards countrywide have infrastructures with 499,516 physical addresses.	Utilization of National Addressing and Postcode System infrastructure towards last-mile delivery
2.	For the coming five years (2021/22 – 2025/26) the ministry will review, National Postal Policy to accommodate drastic technological changes that happened in the sector and accommodate the use of technology to speed up service delivery and support online business.	Transform Online Posta shop to capture parcel logistics market
3.	The Ministry plans to Modernize/reform the postal sector by implementing the following targets; - <ul style="list-style-type: none"> Physical addresses infrastructures in twenty-six regions implemented by June 2025; and Digital delivery map developed and operationalized by June 2025. 	Utilization of National Addressing and Postcode System infrastructure towards last-mile delivery Develop and operationalize Postal Digital Map System to enhance the delivery of postal items

2.1.4 National Postal Policy (NPP) 2003

S/N	Issues Identified	Way Forward
1.	<p>The National Postal Policy (2003) has identified critical issues which necessarily needs to be addressed to empower the post to contribute to the national developments and the national vision 2025, that includes;</p> <ul style="list-style-type: none"> • Universal services obligation • Inadequate investment which is essential for the expansion of the network; • Inadequate postal services in most areas but more acutely in the rural areas; • Most of the equipment in use by the Public Postal Operator is insufficient and of outdated technology; • Existence of a human resource base that is deficient in commercial expertise and lacks the experience to operate in a competitive environment; • Lack of postal sector training facilities; 	Mobilize resources from the government and other key stakeholders to finance the expansion of postal services and Universal services Obligation (USO)
		Initiate Retooling programs for TPC
		Invest in Human capital development and capacity building
2.	<p>The main Postal Sector policy goals are to:</p> <ul style="list-style-type: none"> • Commercialize the services of the public postal operator • Modernize the postal sector by utilizing appropriate state of the art technologies to satisfy diversified customer needs; • Commercialization of the Public Postal Operator • Expansion and Modernization of the Postal Network • Ensure the establishment and use of a comprehensive national address system. • To attain optimum security and safety in the provision of postal services in the country. • Equal opportunity to women to participate postal sector • Foster international co-operation in postal matters 	Deploy appropriate modern technology for the automation of postal services
		Utilize National Addressing and Postcode System infrastructure towards last-mile delivery
		Enhance security in postal services by investing in security systems and equipment
		Increase women involvement in Senior Management positions
		Foster international corporation

2.1.5 Abidjan Postal Strategy and Business Plan 2021–2025

The Abidjan Postal strategy 2021-2025 reaffirms the UPU's mission enshrined in its Constitution, which is “to stimulate the lasting development of efficient and accessible universal postal services of quality in order to facilitate communication between the inhabitants of the world”. Achieving this mission in line with the SDGs requires a long-term vision, an advocacy message called “Postal Vision 2030”, which urges all key postal sector stakeholders to take action in a number of areas.

Based on the overarching aim of promoting socio-economic development and contributing to the achievement of the UN SDGs, the Postal vision 2030 addresses the four key areas of action:

- a. **Postal Vision 1:** Governments should close gaps in postal development through increased investments and focused policies, and promote various ways to utilize the postal network for socio-economic development.
- b. **Postal Vision 2:** Regulators should harmonize and enhance the sector's regulatory framework.
- c. **Postal Vision 3:** Operators should seek to enhance their performance by implementing diversified strategies and operational improvements.
- d. **Postal Vision 4:** Other stakeholders from the private sector and public institutions should pursue integration into the sector by engaging with traditional stakeholders, and vice-versa. This means opening up the market, fostering partnerships and enhancing the role of the UPU.

It is, therefore, as indicated in the National Implementation of the UPU Posta Strategy 2021-2025, TPC will strive to accomplish the envisioned targets, that is: By 2025, Tanzania should provide at least 10 government/ citizen services through the postal sector; By 2025, 90% of all households in Tanzania receive mail at home; By 2025 Tanzania to have reviewed their performance in postal development (as per measures such as the 2IPD), in order to develop precise targets for improvement; By 2025, Tanzania to reduce delivery time to at least the equivalent of the regional average for all mail classes (letters, parcels and express) in 2020; By 2025, Tanzania to recognize and support the Paris Agreement goals of limiting the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit it to 1.5°C above pre-industrial levels, including through reducing their greenhouse gas emissions. Furthermore, among others, this SBP will address issues pertaining to investment (infrastructure, technology) in postal services, enhancement of capacity building to postal staff to improve quality of services, digital transformation, conducting postal market surveys and direct marketing, enhancement of postal financial inclusion, development of postal payment services and e-wallet, development and implementation of a Disaster Recovery plan.

2.1.6 EAC Postal Development Strategy

The EAC Postal Strategy aims to establish harmonized and conducive policy, legal and regulatory frameworks to support a competitive postal sector; position sector as a key contributor to social-economic development, in line with World Postal Strategy and UN sustainable Development Goals; establishment of strong and commercially viable postal operators, with special emphasis on the provision of universal postal services. The matrix below provides strategies to implement EAC Postal Development Strategy.

Goal	Objective	Programme/Strategies	Way Forward
1.) Harmonize National Policies, legal and	1.1) To promote competition and ensure conducive operational	1.1.1) Strengthening competitive postal infrastructure, market and monitoring performance.	<ul style="list-style-type: none"> • Improve quality of Service. • Enhance Quality Management System for improving Monitoring performance

regulatory frameworks to support a competitive postal sector	environment and enhance ease of doing business within the region.	1.1.2) Reporting Postal statistics indicators in the standardize format.	• Establish TPC statistics database system.
		1.1.3) Regulations in other sectors that impact on postal business.	• Collaborate with stakeholders such as Customs, Airlines, Tanzania Civil Aviation Authority, Security and ICT stakeholders for
	1.2) To improve and facilitate utilization of postal products and services	1.2.1) last-mile delivery through national addressing system and postcode.	• Develop digital delivery map system • Deliver mail items at doorsteps in all areas with NAPS
		1.2.3) Adaption of new technology in delivering postal services	• Counter automation • Enhance Track and trace services • Provide modern technology for Delivery of postal items • Enhance Customs Declaration Systems (CDS)
2.) Position the Postal sector as a contributor to social-economic development	2.1) to promote reliable and affordable Universal postal services	Ensure availability of the required facilities and infrastructure for reliable service delivery.	• Enhance Reliability of Internet (connectivity) and Power • Prepare and implement retooling program
3.) Strengthening the public Postal operator as a strategic player in the sector	3.1) Review mandates and responsibilities of both the government and the public postal operator	3.1.1) Reform and Restructure the public postal operators	• Adopt a new Organization Structure. • Review guiding organizational policies and manuals
	3.2) Implement organizational reform to strengthen it as a strategic player in the sector	3.1.2) Build and strengthen the human and organizational capacity of the public postal operator.	• Develop and implement HR Plan

2.1.7 TPC Master Plan 2014-2023

TPC Master Plan 2014-2023 intends to transform TPC into a financially viable public entity through re-organization, commercialization, modernization, product diversification and recapitalization. The matrix below provides strategies to implement the Master Plan.

S/N	Strategic Areas	Strategic Objectives	Programmes	Way Forward
1	THE SUBSIDIARY STRATEGY	Transforming a selected group of business units into fully-fledged Subsidiary	Creation of: (a) Post Bus and Post Cargo Subsidiary	Execute expansion of Bureau De Change branches in strategic areas

		Companiescapable of competing in the Market place	(b) An EMS Subsidiary; (c) A Post Giro Bank (d) Posta Bureau De Change;	Establish Posta Logistics section (Detach Logistics services from Mails & Logistics Department)
		Commercialization of RealEstate Properties	(a) Creation of a Posta Real Estate Company	Rehabilitate TPC buildings
			(b) Phased Construction of Commercial Buildings	Collaborate with potential investors for Construction of Commercial Buildings
2	PRODUCT DIVERSIFICA TION	To introduce a range of products in the physical, electronic and financial dimensions of postal andcourier markets.	(a) Expansion of Existing E- Financial Services, e.g. agency of TIGO and Airtel	Establish Posta Cash e-wallet
			(b) Expansion of E- Services, internet cafes	Expand existing E- Financial Services, money Gram, Western Union, mobile money transfers
			(c) Expansion of PostGiro Services b more customers	Establish an E-commerce platform and e-commerce innovation centre through Digital Tanzania Project
			(d) Introduction of telecentres to promote e-learning and e-governance	Expand internet services and telecentres to promote e-services
			(e) Establishment of One-Stop "Shopping Centers" for Communications Products and Services.	Establish 31 Huduma Pamoja Centres through Digital Tanzania Project
3	CAPACITY BUILDING: EQUIPMENT & RETOOLING	To equip TPC with appropriate equipment and working tools	(a) Preparation of Re-tooling Programme (b) Implementation of a Retooling Programme	Prepare and implement retooling program
		To invest appropriately in Investment in ICT	(a) Preparing an ICT Strategy (b) Implementation of an ICT Strategy	Prepare and implement ICT Strategy
4	CAPACITY BUILDING: HUMAN RESOURCE	To build the capacity of the human Resource Function both in terms of the quality	(a) Carrying out a Manpower Audit	Prepare and implement Training Plan
			(b) A Right-sizing	Preparation of HR policies

	FUNCTION	of HR and supporting systems and procedures	programme (c) Preparation and Implementation of a Training Plan (d) Preparation of policies and Systems to support HRM	Implement E-office
				Implement Reviewed Organization Structure
5	TARGETED MARKETING	To properly market TPC and its products and services	(a) Prepare a marketing strategy (b) Implement TPC Marketing Strategy	Prepare and implement the marketing strategy and annual marketing programs
6	RESOURCE MOBILIZATION	(a) To improve the financial standing of TPC (b) To mobilize the finance needed to (i) Invest in ICT; (ii) Invest in Operating Equipment; (ii) Capacity Building to TPC staff (c) Refurbishment, and; (iv) Finance the Marketing, and promotion Strategy; (v) Finance the downsizing exercise resulting from computerization	(a) Preparation of a Cost Control Programme that will lead to acceptable profitable levels	Develop Cost Accounting Model
			(b) Implementation of a Cost Control Programme	Prepare and implement the cost control program
			(c) Preparation of a Strategy to De-specify TPC from CHC	
			(d) Implementation of a De-specification programme	Prepare and implement Resource Mobilization Strategy
			(e) Preparation of a Resource Mobilisation Strategy	
			(f) Implementation of a Resource Mobilisation Strategy	Request for waiver of long-term debts

2.1.8 Risk Register

SN	Targets	Risk	Action to be Taken
1.	Volumes of EMS delivery increased by 15% by June	Shortage of working tools	Request government subvention to support USO
			Allocate adequate internal funds to facilitate procurement of working tools
			Solicit working tools offered by other Postal foreign administrations
2.	Financial Services revenues increased by 17% annually by June 2024	Insufficient working capital to improve financial services	Allocate enough working capital
			Invest in developing a mobile financial platform (POSTACASH)
			Institute proper control of customer money
			Request for capital from the Government to finance investment in financial services
		Failure to cope with Technological	Expedite the deployment of POSTA CASH
			Allocate sufficient funds in the development of mobile financial solutions

		Advancement in financial services	Identify personnel with appropriate IT skills
			Train internal staff in ICT system
			Adopt new changes in technology in financial services
3.	Revenue from E-business services increased by 15% annually by June 202	Limited utilization of some features in online shopping platform	Allocate sufficient funds in Developing TPC online platform (ECOM@Africa)
			Collaborate with stakeholders in E-Commerce initiatives.
			Recruit ICT expertise
			Strengthen Marketing Promotions
4.	Cost Accounting Model Developed and Implemented by June 2024	Lack of standardized business processes	Implement ISO certification
			Establish Cost Accounting Section
			Develop Cost Accounting Model
5.	Working tools, equipment, and facilities procured, installed and maintained by June 2024	Budget constraints for procurement of working tools and equipment	Allocate sufficient funds for procurement of working tools and equipment
			Strengthen debts collection committee
			Put in place debtor's records management system
6.	Additional financial product items established and resources mobilized by June 2024	Inability to raise capital	Request working capital through Government subvention
			Strengthen debt collection by allocating proper human and financial resources
			Collaborate with local and international development partners such as UPU through FITAF fund
7.	Development of undeveloped Postal plots by June 2024	Insufficient Financial Resources	Develop and deploy Real estate management system
			Conduct effective marketing with the intent to obtain Tenants and Partners for joint ventures to develop TPC plots
8.	Training Program developed and implemented by June 2024	Insufficient Fund to implement training programs	Conduct effective training needs analysis and evaluation
			Allocate sufficient Budget to facilitate training programs
			Collaborate with other stakeholders such as UPU in facilitating training in postal service
9.	Staff welfare schemes reviewed and implemented by June 2024	The delayed approval process of the staff welfare Scheme	Establish staff welfare scheme and implement
			Timely payment of statutory payments
			Facilitate approval process of Staff incentive Scheme
10.	Individual Performance Assessment Reviewed by June 2024	Weak performance management systems	Establish a standard electronic performance appraisal System
			Ensure Timely Performance appraisal
			Formulate strategic/ SMART KPI's to every Staff
11.	Ensure a clean balance sheet of TPC to qualify for loan application from financial institutions	Increased outstanding debts	Allocate sufficient budget to reduce outstanding debts
12.	Ensure effective follow-up and supervision of development projects by	Inadequate fund	Allocate sufficient budget to reduce outstanding debts

	June 2020		
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2.2 Business Performance Review

This review focuses on providing the big-picture analysis of TPC products and services, and assess how the Corporation is striving to implement its mission and therefore, draw up plans for each business line based on performance in terms of revenue generation, the volume of business, quality of service delivery, market trends and dynamics in technology. This analysis covers a period of five years (2016/17 – 2020/21) whereby 2019/20 and 2020/21 presents the 7th SBP implementation. Towards that end, this approach will help:

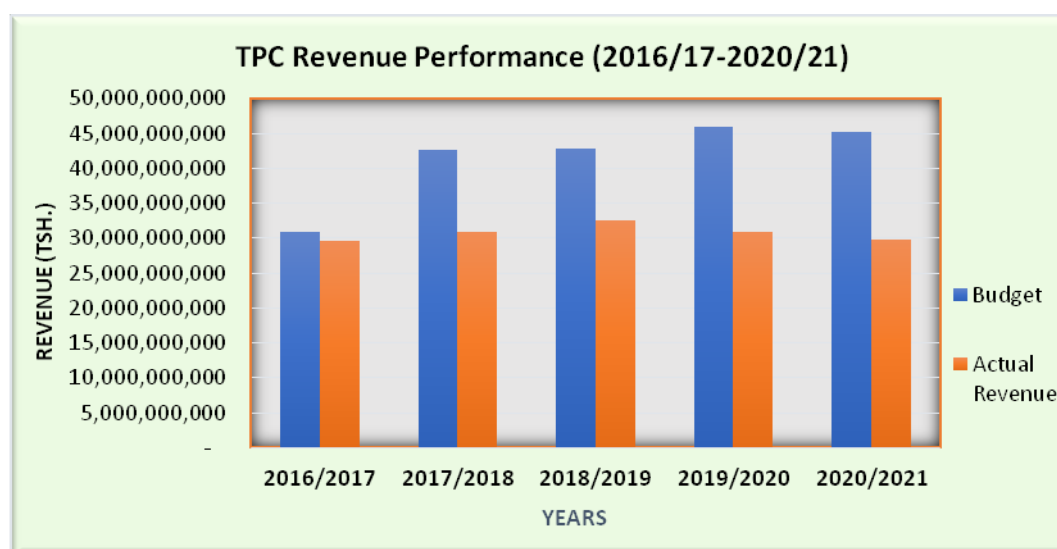
- To evaluate the Performance of TPC products and services in the competitive market.
- To determine how TPC will remain efficient in the age of e-commerce and rapid technological advancements.
- To propose measures and strategies to uplift TPC business lines and products.

Under this review (2016/17-2020/21), the Corporation has experienced unstable inflows of revenue from its operations due to heightened competition influenced by challenges of technology and capital inadequacies. Table 2.1 below summarizes Corporation revenue for the period of 2016/17-2020/21.

Table 2.1: TPC Revenue Performance (2016/2017-2020/2021)

Revenue Description	Budget	Actual Revenue	Revenue Performance (%)
2016/2017	30,948,789,538	29,686,886,000	96%
2017/2018	42,679,153,013	30,893,685,000	72%
2018/2019	42,761,741,416	32,598,128,402	76%
2019/2020	45,838,546,023	30,941,562,953	68%
2020/2021	45,099,221,247	29,696,947,749	66%

Figure 2.1: TPC Revenue Performance (2016/2017-2020/2021)



As depicted in Table 2.1 and Figure 2.1 above, TPC revenue performance presents the following:

- Total revenue realized in 2016/2017 was 96% of the budget.
- Total revenue realized in 2017/2018 was 72% of the target.
- Total revenue realized in 2018/2019 was 76% of the target.
- Total revenue realized in 2019/2020 was 68% of the budget.
- Total revenue realized in 2020/2021 was 66% of the budget.

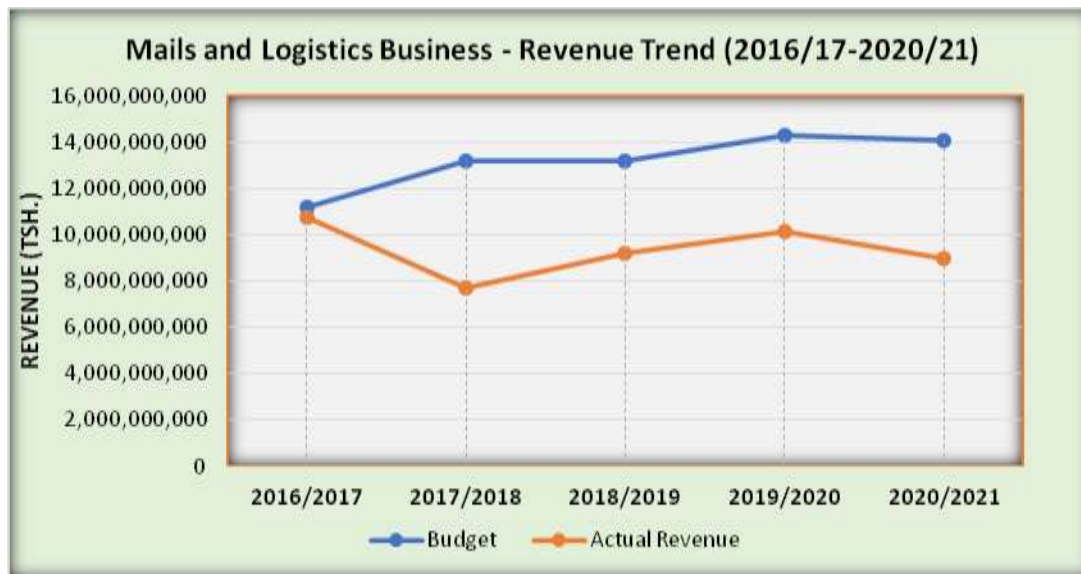
2.2.1 Mails and Logistics Business Performance

Mail business is the long-standing business line in the product portfolio of the Tanzania Post which constitutes major categories namely: Ordinary Correspondence (Domestic and International); Registered and Insured Items (Domestic and international); Parcel Post (Domestic and International); Post Cargo (Domestic) and; small packets (Domestic and International). For the five years of analysis (2016/17-2020/21), its average revenue share to the Corporation's revenue accounts to 29%; that is 31% in 2016/17, 21% in 2017/18, 28% in 2018/19, 33% in 2019/20, and 30% in 2020/21.

In the period under review, mail revenue recorded a fluctuating trend such that TZS 10.7 billion in 2016/17, TZS 7.7 billion in 2017/18, TZS 9.2 billion in 2018/19, TZS 10.1 billion in 2019/20, and an increase to TZS 9 billion in 2020/21.

Figure 2.2 shows an increase of TPC's mails business from 10.7 million postal items in 2017/18 to 18.9 million postal items in 2018/19, while in 2020/21 TPC registered 5.9 million postal items, a decline of about 55% as compared to 2019/20. The overall underperformance of the volume of mail business is structural and irreversible due to technological substitution and intense competition from other service providers.

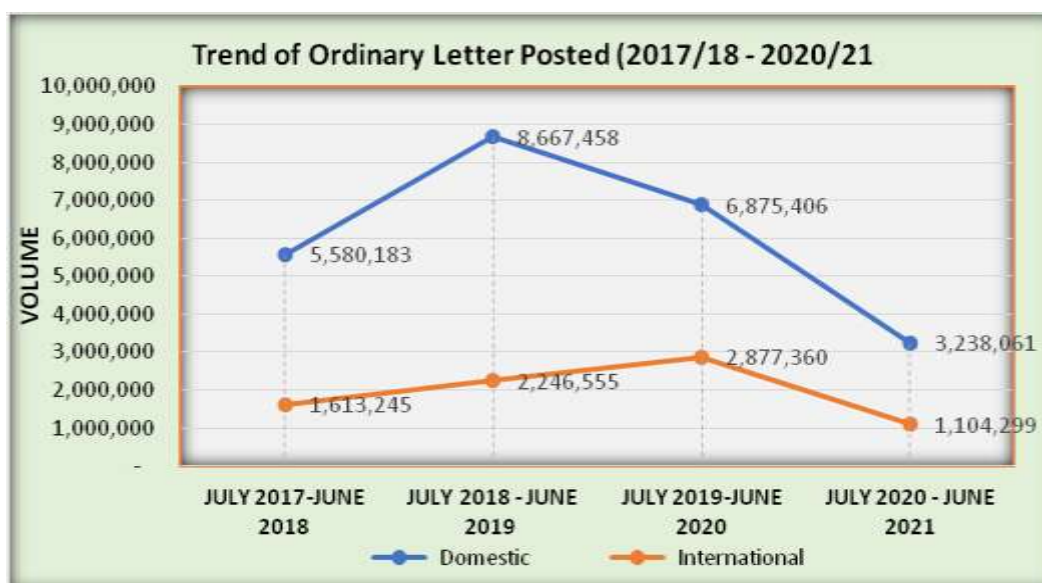
Figure 2.2: Mails and Logistics Revenue Performance (2016/2017-2020/2021)



2.2.1.1 Ordinary Letter Posted

Domestic ordinary letters posted portray a declining trend particularly from July 2018 to June 2021. Besides, the volume for international ordinary letters posted has been increasing throughout from July 2017 to June 2020, while from July 2020 to June 2021 a sharp decline of 62% was recorded. Generally, the mail business has been in a declining shape for three consecutive years (2018/19-2020/21) due to technological substitution, intense competition from other service providers, and the effects of Covid - 19. This attracts effective strategic attention to rescue the situation by improving the quality of services which is a key for the improvement of deliveries. A turnaround is looked-for to enable TPC to cope with prevailing technological trends by investing in parcels postage which is the future of the post. Figure 2.3 depicts trends for both domestic and international ordinary letters posted from July 2017 to June 2021

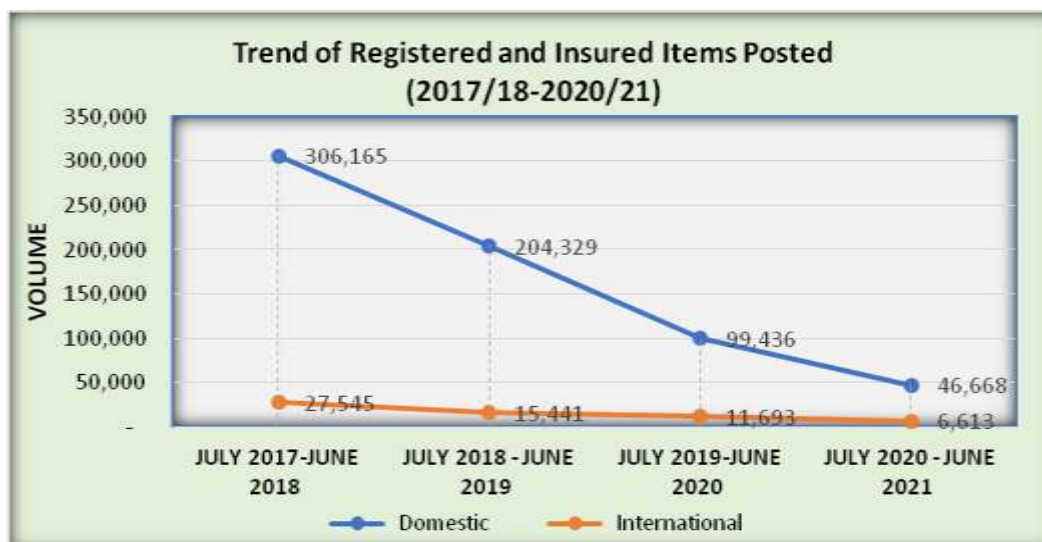
Figure 2.3: Trend of Ordinary Letter Posted from July 2017 to June 2021.



2.2.1.2 Registered and Insured Items Posted

From 2017/2018 to 2020/2021, registered and insured mail for domestic and international traffics have declined by 85% and 79% respectively. The decreasing trend as presented in Figure 2.4 below is attributed to the increasing shift in demand for insured and registered mail services to other alternatives; this includes EMS parcels in particular which provide similar features such as track and trace services. This imposes the need for improvement of quality of service (track and trace, delivery information notification, strengthen security and safety posted items, and strengthen quality customer service).

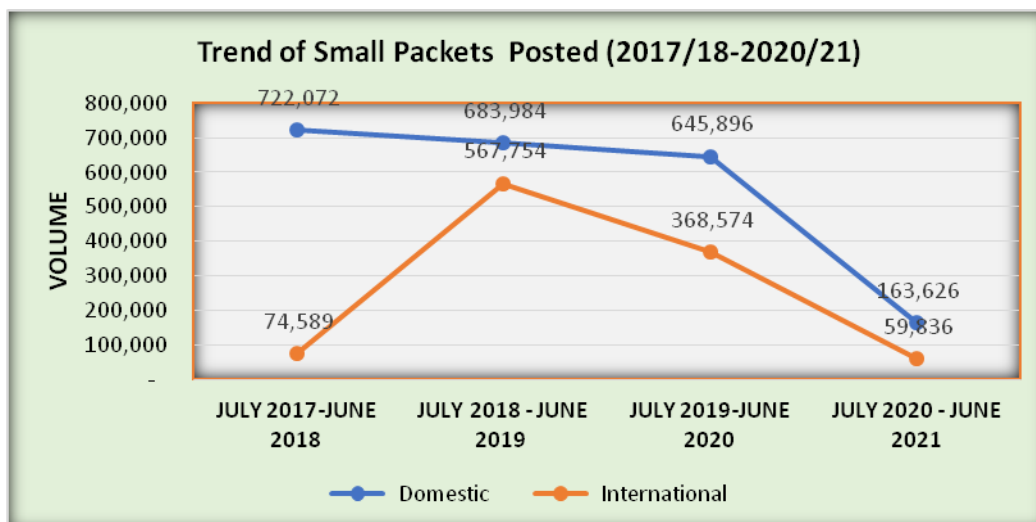
Figure 2.4: Trend of Registered and Insured Items Posted (2017/18-2020/21)



2.2.1.3 Small Packets Posted

Small packets posted have recorded a declining slope for domestic traffics from 722,072 in 2017/18 to 645,896 in 2019/20, a decline of 11%; and from 645,896 in 2019/20 to 163,626 in 2020/21, a decline of 75%. International traffics for small packets experienced a steady performance from 74,589 items in 2017/18 to 567,754 items in 2018/19 followed by a sharp decline to 59,836 items in 2020/21, a drop of 89%. This unstable performance is a result of stiff competition from efficient service providers in the market as TPC's competitive edge in this segment has deteriorated due to failure to meet the quality-of-service standards in terms of delivery, security, and safety of customers' packets. As online shopping takes foot in Tanzania and the global cross-border exchange is flourishing, TPC needs to strengthen Posta Online Shop and introduce a special tariff for the delivery of online items (e-items), enhance targeted marketing programs for online shopping, and improve the quality of services offered.

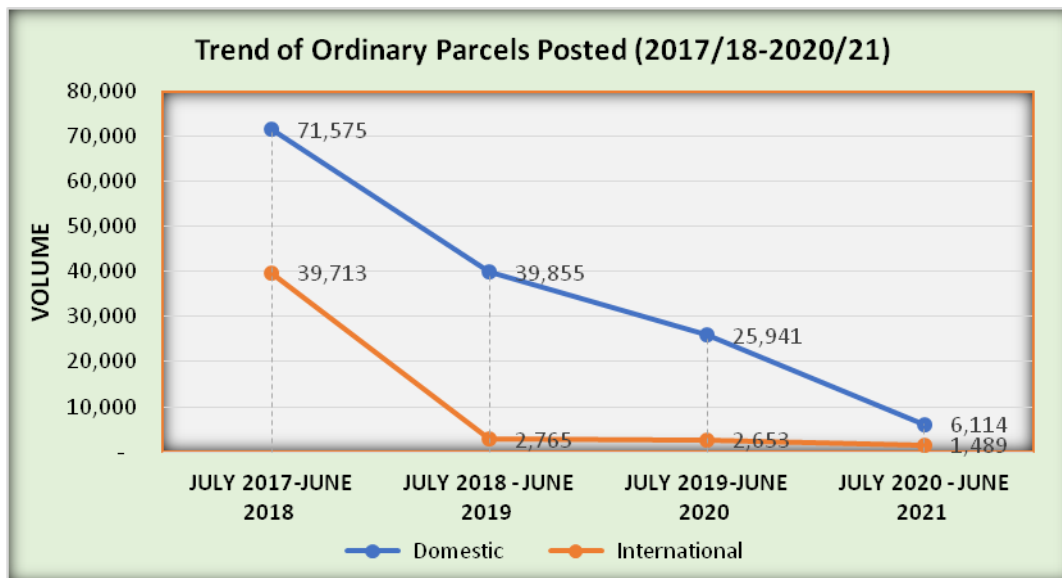
Figure 2.5: Trend of Small Packets Posted (2017/18-2020/21)



2.2.1.4 Ordinary Parcels Posted

Ordinary parcels posted, indicate a declining trend as shown in Figure 2.6 due to intense competition from other service providers (inter and intraregional ground carriers). Furthermore, the game has changed the market from B2B to B2C resulting from digitization which rapidly changes the way people communicate and shop. It is challenging for the post to cover the cost of these innovations, given that competitors are willing and able to burn through significant amounts of cash to secure a slice of the B2C parcels market by forgoing short-term profits in return for revenue growth. TPC is therefore bound to transform challenges into opportunities by optimizing delivery and pickup economics and e-commerce opportunities, conducting targeted marketing programs for parcels and online shopping, strengthening supervision and process control.

Figure 2.6: Trend of Ordinary Parcels Posted (2017/18-2020/21)



2.2.1.5 Post Cargo

The volume of Post cargos conveyed by using ordinary methods has experienced fluctuating trend which implies stability of the product is uncertain if no immediate strategies are in place. A drop of 81% was experienced in 2020/21 as compared to 2019/20 while from 2018/19 to 2019/20 an increase of 45% was registered. These fluctuations are the result of inadequacies in fleets and other operational equipment, and due to the impact of legacy methods and therefore the Corporation remains behind its competitors. TPC needs to improve the quality of services and intensify targeted marketing for cargo transportation by considering its potential in the transportation of heavy-duty cargo.

Figure 2.7: Trend of Post Cargo (2017/18-2020/21)



2.2.1.6 Strategic Measures to Improve Mails and Logistic Business

i. Review Processing (Continue to drive automation, standardization, and product redesign):

Automation of processes and product redesign can significantly cut down operating costs and increase productivity. TPC should substitute the volume of mail decline with the emerging small parcel products now conveyed by other couriers. The need to adjust dimensions of sorting capacity left idle by the mail decline to sweet alternative services such as financial services, agency services, and one-stop service centres is still relevant.

ii. Improve delivery and pickup: Optimize delivery and pickup economics:

The increased online retailing due to the increased prominence of e-commerce is already visible on the streets, this calls for timely delivery and pickup services. As home deliveries become more and more common, TPC should improve its pickup and delivery services stretching much on the delivery time, delivery reliability, item handling, and value-added services. Effective delivery infrastructure and equipment should be in place and its management must be economical.

iii. Optimize the need for conducting targeted marketing and expand distribution channels for bulk small packets and parcel businesses, and improve quality of handling services. Beyond that, TPC is strategizing to optimize the potential of being a designated public postal operator by introducing parcel and mail collection centres around or within bus terminals. The pool for high volume in this market segment is significant, however, competitors are not going to wait.

iv. As a designated public postal operator there is an opportunity of conveying mails, documents, parcels and cargos for the government offices if and only if the quality of services is ensured, TPC should have a go.

v. Enhance aggressive demand for Government subsidies to support Universal Service Obligation

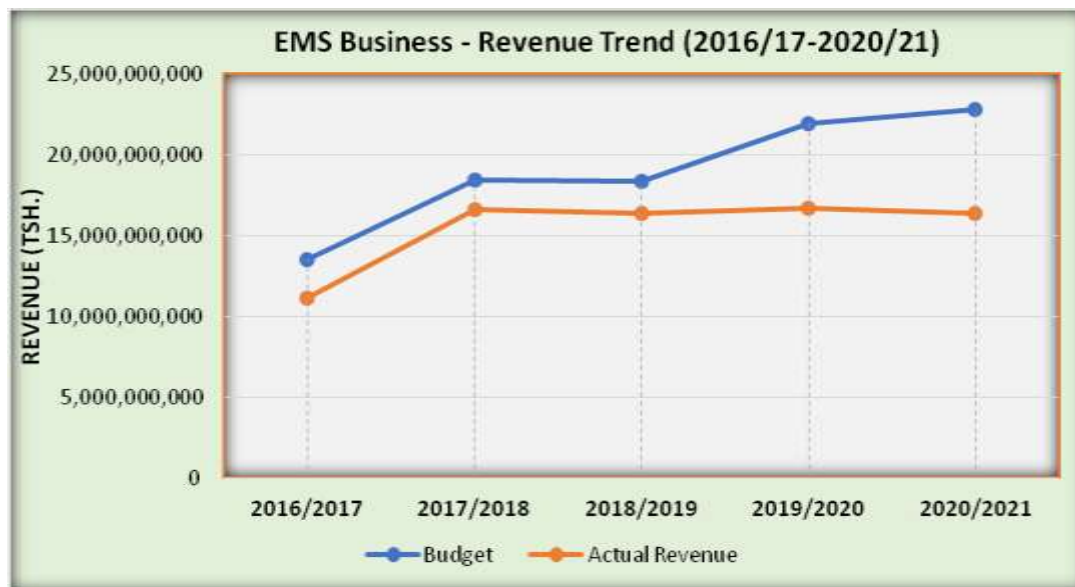
2.2.2 Expedited Mail and Courier Service (EMS) Performance

The express Mail and Courier Services represent a key business line in the overall TPC operating Revenue which constitutes three express services namely EMS Postage, pCUM and EMS Cargo. This business line has contributed a 32% of corporate revenue in 2016/17, 45% in 2017/18, 50% in 2018/19, 54% in 2019/20, and 55% in 2020/21 consecutively. EMS is popular among its consumers for its commitment to safety, excellent express service, and value for money.

Trends indicate that for the past decade EMS has proved to be an efficient postal product and perseverance against the challenges of time. Despite fluctuations in revenue in the period under review, EMS business has recorded steady growth in revenue from Tshs. 11.1 billion in 2016/17 to Tshs. 16.4 billion in 2020/21, an increase

of 47%. This is attributed to newly adopted technologies in post operations, improved pickup and delivery of EMS items, and revenue from laboratory sample transportation.

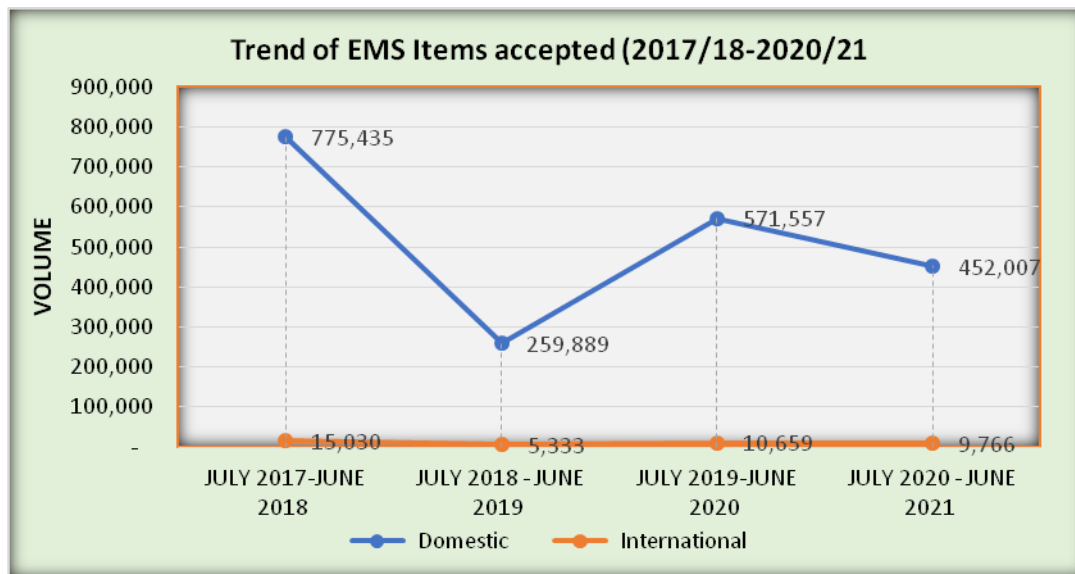
Figure 2.8: EMS Revenue Trend (2016/17-2020/21)



2.2.2.1 EMS Postage

Domestic and international traffics for TPC EMS postage is generally unstable as the overall performance of this product depicts a declining trend. Domestic traffics registered a decrease of 66% in 2018/19, an increase of 120% in 2019/20, and a decline of 21% in 2020/21 while international traffics registered a drop of 65% in 2018/19, an increase of 100% in 2019/20 and a decline of 8% in 2020/21. This unstable performance is influenced by heightened competition from courier services providers therefore TPC is bound to improve the quality of services, enhance targeted marketing and take lead to leverage opportunities for express parcels and small packets as the demand grows due to rapid developments in e-commerce services.

Figure 2.9: Trend of EMS Items accepted (2017/18-2020/21)



2.2.2.2 pCUM (City Urgent Mail) Business

City Urgent Services (pCUM) is operating in Dar es Salaam, Tanga, Arusha, Zanzibar, and Mwanza. The overall performance of this product as depicted in Figure 2.10 is generally unstable with volume having declined from 67,400 items in 2017/18 to 40,364 in 2018/19 which account for 40%, while an increase of 23% was registered from 2018/19 to 2019/20 and a drop of 30% in 2020/21. The product indicates a low growth rate with an average annual growth rate of items handled of about -16% in four years. This unstable performance is influenced by heightened competition from courier services providers, therefore, TPC is required to improve the quality of services, enhance targeted marketing and introduce pCUM services to other cities specifically Dodoma and other growing towns.

Figure 2.10: Trend of City Urgent Items handled (2017/18-2020/21).



2.2.2.3 Strategies to Improve EMS Business

To realize the intended growth in this business line, TPC should make the following broad transformation in the course of this plan:

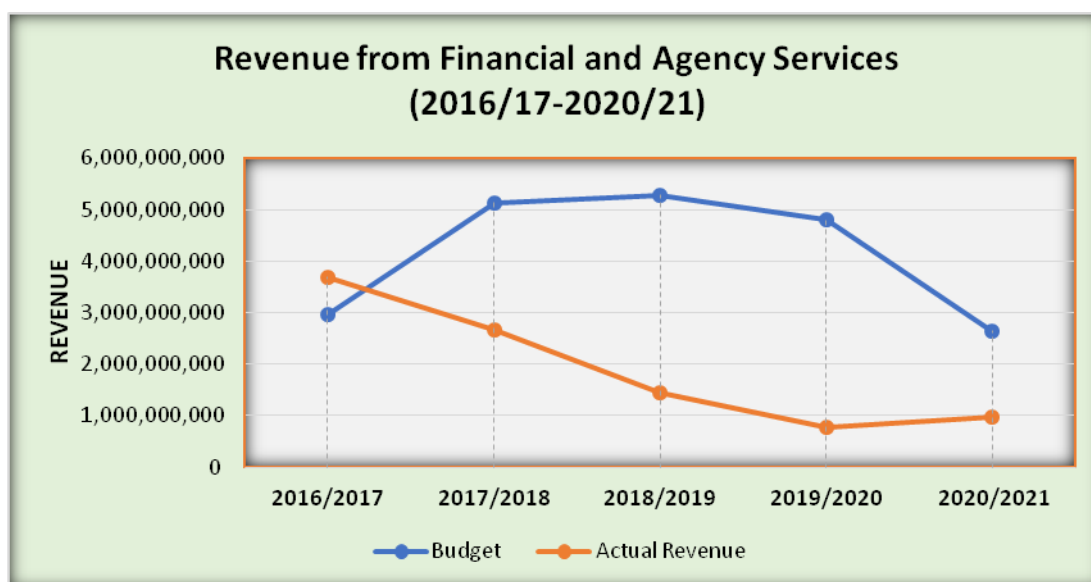
- i. Transform last-mile operations from the traditional mail delivery service provider into a Faster, More Efficient, and More Resilient Logistics Ecosystem. This should include acquiring pick/delivery vans and motorcycles, developing and operationalization of Posta Digital Map system, and strengthening PMIS System to enable real-time track and trace of customer items
- ii. There is a need for proper planning such that resources should be concentrated in areas where the return is higher and less resources in the areas with less return. 80/20 principle advocates that there is a need to put more resources in the EMS business line since its products produce more than 50% of the corporate revenue.
- iii. Maintain the trust of the Tanzanian people by delivering excellent services.
- iv. Growing Parcel Revenues: To turn the tables, TPC should begin by following a simple mantra: grow in parcel or go. Only by capturing a significant share of parcel market growth will the champions of yesterday become the champions of tomorrow. Businesses will continue to conduct more transactions electronically with consumers, putting continued downward pressure on Traditional -Class Mail volume, but on other hand offer a great opportunity in parcel business as e-commerce flourishes.
- v. Expand pCUM services in other cities and fast-growing towns
- vi. Prioritize payments to International Airlines carriers to enhance the reliability of air EMS handling for international traffics.

2.2.3 Financial and Agency Services

Financial and Agency Services (FAS) were established during the fourth restructuring of the Corporation in the year 2009 to accommodate all postal financial services, agency services, and other businesses like photocopy and post shops. This business includes Post Giro services, Banking services, Western Union Money Transfer, Money Gram, Mobile money transfer, Insurance agency services, National Examination Council Fee collection, Posta cash, and other financial services offered by the Corporation.

FAS Revenue performance is presented in Figure 2.11 below which indicates a sharp decline in revenue from 2016/17 to 2019/20 which accounts for 79% while a slight increment of 25% was recorded from 2019/20 to 2020/21. General trend indicates that revenue generated from FAS business is below the target except for the year 2016/17. This underperformance is attributed to heightened competition from other financial services providers with unmatched financial muscles and modern technology, and inadequacies in working capital for investment in agency business specifically money gram and mobile money transfer.

Figure 2.11: Revenue Performance for Financial and Agency Services



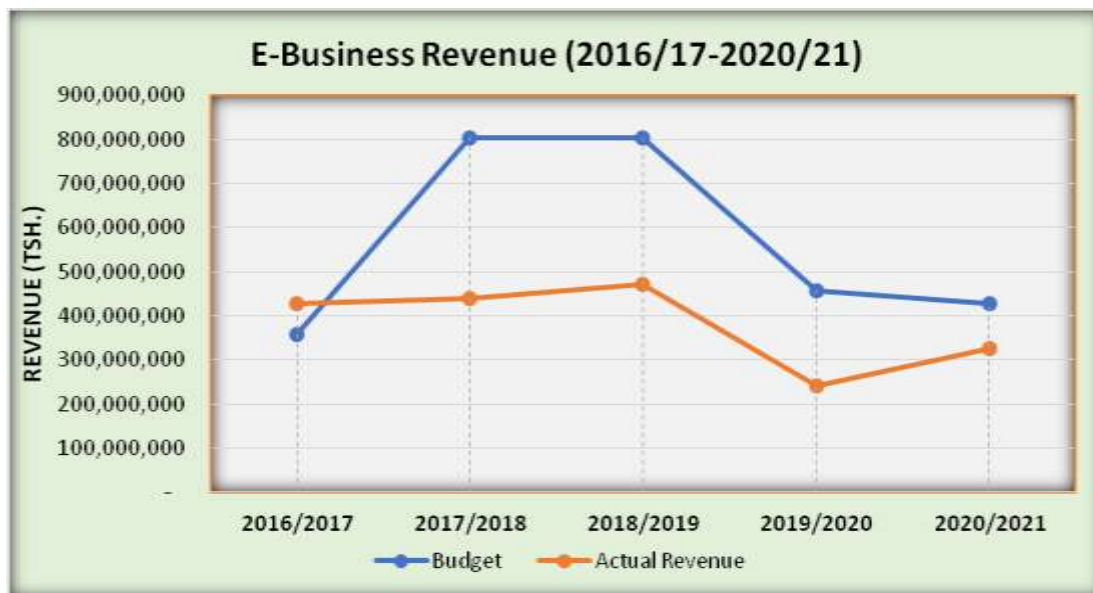
2.2.3.1 Strategies to Improve Financial and Agency Services

- i. Inject working capital to boost agency business
- ii. Deploy modern ICT infrastructure to improve service delivery
- iii. Establish Posta Cash e-wallet
- iv. Improve the quality of services and customer care
- v. Strengthen customer money management through conducting regular audits.

2.2.4 Electronic Business Performance

TPC E-Business services include Posta Internet cafes, Community Information Centers (CIC), Tele-centers, Posta e-shop, and e-philately shop. During the period of 2016/17 to 2020/21 TPC has experienced unstable performance from this business line due to little market efforts (See Figure 2.12). However, it's undeniable that the growth of online shopping is far outpacing the sales from brick-and-mortar stores, hence leveraging in the flourishing e-commerce opportunities provides room for growth and certainly, the future is promising. Furthermore, TPC will optimize its full capacity in the establishment of an e-commerce platform and e-commerce innovation centre (a centre of excellence), components under the Digital Tanzania Project.

Figure 2.12: E-Business Revenue Trend



2.2.5 Real Estate Business

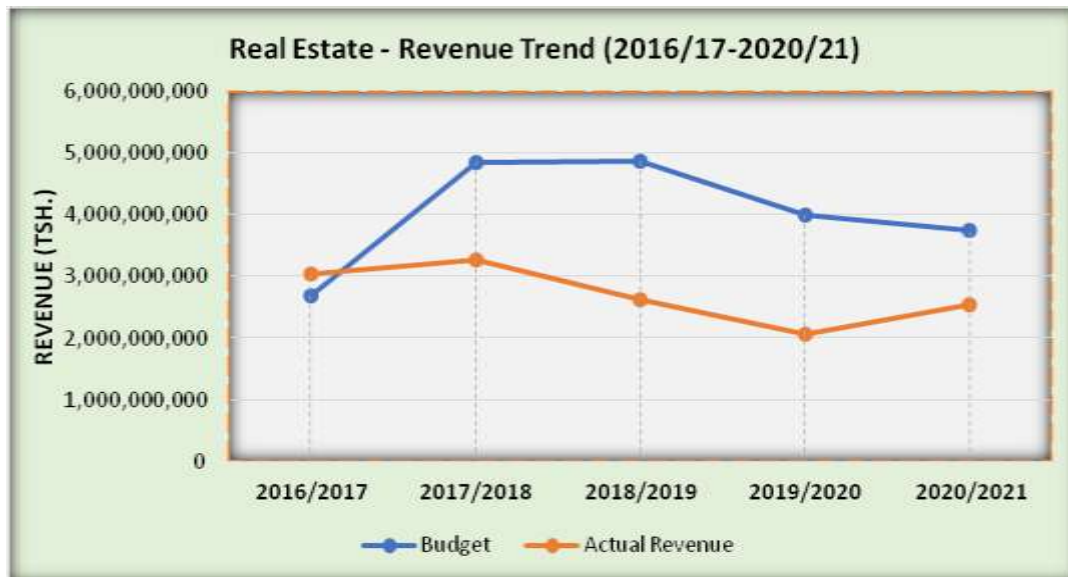
Following the split-up of Tanzania Posts & Telecommunications Corporation in 1993 to form separate entities, TPC was vested with assets in the form of buildings that provide accommodation for business operations, headquarters offices, residential houses, and undeveloped plots. This potential has been re-organized into a revenue-generating line by turning the usage from social benefits to commercial to enhance revenue generation for the Corporation.

As of 31st October 2021, TPC has 202 plots out of which 160 are developed and 42 undeveloped. Most postal buildings are in a poor state of maintenance and repair as they have not been attended for a long period. There is a need for substantial refurbishment and renovation to create a customer-friendly business environment. As for the undeveloped plots, Tanzania Posts Corporation intends to undertake investment initiatives under partnership either as Public Public/Private Partnership (PPP) or Build Operate and Transfer (BOT) for construction projects under joint venture arrangements.

However, amongst these plots, 13 are in the process of acquisition of title deeds and 48 are jointly owned by TPC/TTCL whereby they are under one joint title deed.

Revenue performance from Real Estate investment as presented in Figure 2.13 below, depicts a declining revenue from Tshs. 3.3 billion in 2017/18 to Tshs. 2.1 billion in 2019/20, a drop of 37% while an increase of 24% was registered in 2020/21 as compared to 2019/20. Besides, the Corporation has performed below the budget by 33%, 46%, 49%, and 32% in 2017/2018, 2018/19, 2019/20, and 2020/21 respectively, except in 2016/17 whereby revenue generated was 13% above the target. Despite the challenges of business fluctuations, optimal utilization of the Corporation's real property will turn the Real Estate business line into a cash cow.

Figure 2.13: Real Estate Business Performance (2016/17-2020/21).



This Strategic Plan intends to employ the following strategies to improve rental revenue performance and management of the Corporation's Real Estate.

- i. Construction of new and modern buildings particularly under joint venture arrangement
- ii. Renting out existing vacant spaces and making sure excess capacities are fully utilized.
- iii. Extension of existing buildings (Vertical/Horizontal)
- iv. Ensuring rental debts are effectively collected
- v. Undertaking rental tariff review
- vi. Rehabilitation and face lifting of existing buildings
- vii. Protecting undeveloped plots by fencing and/or leasing them

2.3 Mid Performance Review of the 7th Strategic Business Plan

Detailed performance review is presented as Annex I

2.4 Stakeholders Analysis

Stakeholder analysis attempts to understand perceptions, expectations, and priorities of all of those who have an interest either directly or indirectly in TPC operability. The stakeholders' analysis has been undertaken to appraise the environment and guide the formulation of objectives and strategies since it is important to have an understanding of the business environment in which the Corporation is operating. The matrix below provides an overview of stakeholders' expectations, services offered, and potential impacts if expectations are not met.

STAKEHOLDER	TYPE	SERVICE/PRODUCT OFFERED BY TPC Mandate/roles Needs from TPC	POTENTIAL ROLES	STAKEHOLDERS NEEDS AND EXPECTATIONS interests	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	RANKING
Staff/Employees	Internal	<ol style="list-style-type: none"> 1. Regular Training and support 2. Safe working environment 3. A good relationship with the employer 	Staff are corporation main strength. They are potential in growth of the corporation. However, they could be a threat if change is not effectively managed. The quality of their work has a direct impact on goods and services and even customer support	<ol style="list-style-type: none"> 1. Timely and fair provision of salary and benefits 2. Job Security 3. Professional Development and growth 4. Increment in salaries and benefits 5. Fair treatment from the employer 6. Timely Response and feedback on inquiries and complaints 	<ol style="list-style-type: none"> 1. Poor performance; 2. Low working morale; 3. Employee grievances; 4. Employee turn-over; 5. Non-compliance to standards, laws, and guidelines; 6. Failure to be independent and objective; 	HIGH
Customer	External	<ol style="list-style-type: none"> 1. Reliability, 2. Security 3. Quality of Services 4. Reasonable price 5. Privacy of personal data (protection) 	Our customers are the most critical stakeholder because their buy-in allows the business to continue conducting business. The corporation exist primarily to serve the needs of our clients	<ol style="list-style-type: none"> 1. Expect quality products and services 2. On-time pickup and delivery of postal items 3. Timely Response and feedback on inquiries and complaints 4. Timely Compensation 	<ol style="list-style-type: none"> 1. Declining business performance (in terms of revenue and volume of business) 2. High Customer turnover 3. Deteriorated Posta brand 4. Reduced TPC market share 	HIGH

STAKEHOLDER	TYPE	SERVICE/PRODUCT OFFERED BY TPC Mandate/roles Needs from TPC	POTENTIAL ROLES	STAKEHOLDERS NEEDS AND EXPECTATIONS interests	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	RANKING
Contractors/ Suppliers	External	1. Agreements 2. Payment terms	They contribute resources, materials, and, or expertise that does not exist in-house which can improve a corporate's ability to meet customer and shareholder needs.	1. Adherence to agreements 2. Timely processing of payments	1. Low quality of works or services performed 2. Contractual conflicts 3. Increasing debt burden	HIGH
Certification Body (ISO, UPU)	External	a) ISO 9001: 2015 Certificates b) UPU Addressing Standards (S42) c) UPU Security Standards (S58 and S59) d) UPU Quality of services certificate.	1. To provide guidelines for Quality Management system 2. To Audit the quality of Postal services the corporation offer 3. Certification	1. High level of Compliance to ISO 9001 standard 2. High-level Compliance to UPU quality standards 3. UPU Addressing Standards (S42) 4. UPU Security Standards (S58 and S59) 5. Compliance (UPU Quality of services)	1. Deteriorated Quality Management System (QMS) 2. Deteriorated Posta brand 3. High Customer turnover 4. Declining business performance (in terms of revenue and volume of business) 5. Reduced TPC market share 6. Compliance to UPU quality of standards	MODERATE
Regulator (TCRA)	External	1. Operating licence 2. Postal Regulations 3. Quality of Services 4. Payment of royalties	1. To provide regulatory framework on postal services 2. Licensing and controlling electronic and Postal communication systems	1. Compliance	1. Fines and Penalties 2. Conflicts between TPC and other players in the sector 3. Noncompliance to USO terms 4. Deteriorated Posta brand 5. Increasing debt burden	HIGH

STAKEHOLDER	TYPE	SERVICE/PRODUCT OFFERED BY TPC Mandate/roles Needs from TPC	POTENTIAL ROLES	STAKEHOLDERS NEEDS AND EXPECTATIONS interests	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	RANKING
Ministries and Government Institution	External	<ol style="list-style-type: none"> 1. Clear processes and procedures on the provision of services 2. Competent and proactive TPC staff 3. Reliable and diversified Postal Services 4. Compliance 5. Dividends to the Government Consolidated Fund. 6. Confidentiality of information 	<ol style="list-style-type: none"> 1. The Government as the owner has been continuously supporting the corporation 2. It needs to give both legislative and financial support as well as approvals 3. The government also collect taxes from employees and the corporation through corporate taxes and contribution to the consolidated funds 	<ol style="list-style-type: none"> 1. Satisfactory Customer Care 2. On-time pickup and Delivery of Mails, Register and Parcel 3. Timely Payment of all applicable Government Tax on time: Corporate Tax and VAT 4. High level of compliance to all laws and regulations 5. Profitability and Growth 6. Contribution to socio-economic development 	<ol style="list-style-type: none"> 1. Fines and penalties 2. Administrative conflicts 3. Customer turnover and reduced market share 4. Deteriorated Posta brand 5. Conflicts between TPC and other players in the sector 	HIGH
Bank and Financial Institutions	External	<ol style="list-style-type: none"> 1. Compliance with Banking rules and regulations 2. Reliable and diversified Postal Services 3. Agency Banking services 	Financial Institution are business partners with the corporation	<ol style="list-style-type: none"> 1. High level of compliance to Banking rules and regulations 2. Accountability and transparency 3. On-time pickup and delivery of postal items 4. Good customer services 5. Compliance with agency banking business terms 	<ol style="list-style-type: none"> 1. Fines and penalties 2. Customer turnover and reduced market share 3. Deteriorated Posta brand 4. Conflicts between TPC and other players in the sector 5. Declining revenue and profitability 	HIGH

STAKEHOLDER	TYPE	SERVICE/PRODUCT OFFERED BY TPC Mandate/roles Needs from TPC	POTENTIAL ROLES	STAKEHOLDERS NEEDS AND EXPECTATIONS interests	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	RANKING
Development Partners	External	<ol style="list-style-type: none"> 1. Transparency and accountability in utilization of resources. 2. Access to information under areas of cooperation 3. Projects Proposal 	<ol style="list-style-type: none"> 1. They play vital role in supporting the corporation development plans 2. They can make projects possible by providing funds. 	<ol style="list-style-type: none"> 1. Clear policies and guidelines. 2. Sustainability of Development projects 3. Efficiency and effectiveness in service delivery and use of development partners' resources. 4. Timely and accurate performance reports 	<ol style="list-style-type: none"> 1. Fines and penalties 2. Project unsustainability 3. Breach of contract/ agreement 4. Conflicts between TPC and development partners 5. Implementation delays 	MODERATE
Non-Government Organizations (NGO's)	External	<ol style="list-style-type: none"> 1. Reliable and diversified Postal Services 		<ol style="list-style-type: none"> 1. High customer excellence 2. Timely Pick Up and Delivery of postal items ie parcel and express postal items 3. Competent and proactive TPC staff 	<ol style="list-style-type: none"> 1. Declining business performance (in terms of revenue and volume of business) 2. Customer turnover 3. Deteriorated Posta brand 4. Reduced TPC market share 	MODERATE
Media	External	<ol style="list-style-type: none"> 1. Advertisement Contracts 2. Terms of payments 3. Information for public consumption 	<ol style="list-style-type: none"> 1. They carry the image of the corporate 2. They can strengthen the corporate brand or deteriorate it if not well managed 	<ol style="list-style-type: none"> 1. Adherence to contracts and terms of payments 2. credible information for public consumption 3. On-time execution of contracts 	<ol style="list-style-type: none"> 1. Breach of contract/ agreement 2. Deteriorated Posta brand 3. Reduced TPC market share 4. Conflicts between TPC and Media houses/ players 5. Declining business performance (in terms of revenue and volume of business) 6. Increasing debt burden 	HIGH

STAKEHOLDER	TYPE	SERVICE/PRODUCT OFFERED BY TPC Mandate/roles Needs from TPC	POTENTIAL ROLES	STAKEHOLDERS NEEDS AND EXPECTATIONS interests	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	RANKING
Trade Union	External	1. Trade union membership		1. Effective Implementation of national labour laws 2. Improved staff working conditions 3. Timely and fair provision of salary and benefits 4. On-time payments of staff statutory contributions	1. Low labour productivity 2. Low working morale; 3. Employee grievances 4. Conflicts between TPC and trade unions counterpart 5. Fines, penalties, and unnecessary compensation 6. Deteriorated Posta brand 7. Increasing debt burden	MODERATE
Community	External	1. Social-economic development (i.e jobs creation, corporate social responsibility) 2. Reliable and diversified Postal Services 3. Universal Service Obligation	They provide skilled labor to the corporation and they benefit from the corporation through job created.	1. Consistency in the provision of Corporate Social Responsibility 2. High level in the provision of employment to locals 3. Reduced negative Externalities 4. High Quality of postal services provided 5. High level of Compliance with USO terms	1. Deteriorated Posta brand 2. Reduced TPC market share 3. Declining business performance (in terms of revenue and volume of business) 4. The conflict between TPC and the local communities 5. Low accessibility to postal services	HIGH

STAKEHOLDER	TYPE	SERVICE/PRODUCT OFFERED BY TPC Mandate/roles Needs from TPC	POTENTIAL ROLES	STAKEHOLDERS NEEDS AND EXPECTATIONS interests	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	RANKING
Parent Ministry (Ministry of Information, Communication and Information Technology)	External	<ol style="list-style-type: none"> 1. Compliance with policies, laws, regulations, and directives 2. Accountability and Transparency 3. Statutory reports 4. Information/ statistics for sectoral and public consumption 	<ol style="list-style-type: none"> 1. To provide policy guidelines to the corporation 2. The Ministry act as bridge between the government and the corporation 3. It charged with the role of providing financial support whenever possible 	<ol style="list-style-type: none"> 1. High level of compliance 2. Business growth and profitability 3. Sustainability of Development projects 4. Credible information/statistics for sectoral and public consumption 	<ol style="list-style-type: none"> 1. Fines and penalties 2. Irrelevant and inaccurate information/ statistics 3. Projects/ programs unsustainability 4. Declining business performance (in terms of revenue and volume of business) 5. Conflicts 	HIGH
Competitors (DHL, TNT, UPS, Simba Courier and other couriers)	External			<ol style="list-style-type: none"> 1. Fair competition 	<ol style="list-style-type: none"> 1. Reduced TPC market share 2. Declining business performance (in terms of revenue and volume of business) 3. The conflict between TPC and the local communities 	MODERATE

STAKEHOLDER	TYPE	SERVICE/PRODUCT OFFERED BY TPC Mandate/roles Needs from TPC	POTENTIAL ROLES	STAKEHOLDERS NEEDS AND EXPECTATIONS interests	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	RANKING
International Postal Organization (Universal Postal Union, Pan African Postal Union, SAPO, EACO)	External	<ol style="list-style-type: none"> 1. Compliance with quality standards, international postal policies, and agreements 2. Organization Membership 3. Membership Contributions 4. Information and statistics for organizational and international public consumption 	<ol style="list-style-type: none"> 1. They are key stakeholders in postal sector as they play vital role of ensuring the international collaboration within the sector 2. They offer plans and guidelines on the development of the sector 3. Technological transfer among nations specifically in communication sector 4. To provide financial support to member countries for project development 	<ol style="list-style-type: none"> 1. Adherence to Universal Postal Organization Quality standards 2. Good Maintained International Postal relationship 3. Continual improvement of international Postal infrastructure 4. Adoptions of modern ICT infrastructures and systems 5. Effective and sustainable implementation of Development Projects 6. Accurate information and statistics for organizational and international public consumption 	<ol style="list-style-type: none"> 1. Fines and penalties 2. Conflicts between Tanzania and other member countries 3. Unhealthy Conflicts between Tanzania and international Postal Organizations 4. Deteriorated Posta brand 5. Reduced TPC market share 6. Declining business performance 7. Low accessibility to postal services 8. Poor quality of services provided 9. Projects unsustainability 10. Inaccurate postal information and statistics 11. Increasing debt burden 	HIGH
Treasury Registrar	External	<ol style="list-style-type: none"> 1. Compliance 2. Payment of Dividends 3. Information and statistics for administrative and public consumption 	OTR is charged with Oversight, Supervisory & Regulatory Role. They Control and monitor the performance of Public Institutions and Statutory Corporations and to assess Board of Directors performance	<ol style="list-style-type: none"> 1. Timely Contribution to National Government Consolidated Fund. 2. Compliance in preparation of strategic plans and budget 3. Profitability and Growth 	<ol style="list-style-type: none"> 1. Fines and penalties 2. Declining business performance and profitability 	HIGH

STAKEHOLDER	TYPE	SERVICE/PRODUCT OFFERED BY TPC Mandate/roles Needs from TPC	POTENTIAL ROLES	STAKEHOLDERS NEEDS AND EXPECTATIONS interests	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET	RANKING
Tanzania Revenue Authority (TRA - Customs)	External	<ol style="list-style-type: none"> 1. Compliance with tax policies 2. Provide cooperation in export and import Business 	<ol style="list-style-type: none"> 1. They are responsible for customs regulations that can affects the movement of International postal items 2. TRA also responsible for collecting government tax from the corporation 	<ol style="list-style-type: none"> 1. High level of compliance to tax policies 2. Cooperation in export and import Business 	<ol style="list-style-type: none"> 1. Fines and penalties 2. Increasing debt burden 3. A decline in quality of services for export and import business 4. Loss of revenue from export and import business 	HIGH

2.5 SWOC Analysis

The SWOC analysis provides useful information of the internal (Strengths and weaknesses) and external (Opportunities and Challenges) environment within which the Corporation operates. This analysis is instrumental in strategy formulation. The table below gives an overview of the Corporation's strengths, weaknesses, opportunities, and challenges:

Table 2.2: Summary of SWOC Analysis.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Wide coverage postal network. • Well documented services • Diversified services • Convenient to one stop for several services • Brand dominance for postal services provision (Posta brand) • Designated Public Postal Operator • Affiliation to International Postal Organizations ie Universal Postal Union • Postal offices are located in strategic areas 	<ul style="list-style-type: none"> • Outdated working tools, processes, systems, and procedures • Lack of Workforce that can easily and readily adopt change • Poor customer service • Semi-manual systems (Inadequate use of Postal Management Information System) • Lack of training and skills on postal affairs • Dilapidated postal buildings • Inadequate incorporation of ICT in the provision of postal services • Operational inefficiencies (especially Remote Postal Offices) • Legacy costs • National Addressing and Postcode in areas with National Addressing and Postcode infrastructure not fully utilized
OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Technological advancements have provided new tools and inventive solutions for the delivery of postal services. • Growth potential for parcels, express courier business worldwide, and e-commerce delivery opportunities • Rural outreach • TPC is a Government Institution • Counter and agency services provision • The potential market for money transfer services (financial inclusion). 	<ul style="list-style-type: none"> • Competition and rapid shift in customer expatiations due to the shift toward digital correspondence (availability of e-substitutes) • Limited financial resources for capital investment and business operations. • Long term outstanding debts • Bureaucratic procedures • Meeting of the Universal Services Obligation (USO)

<ul style="list-style-type: none"> • Availability of optical fibre backbone infrastructure that can be used to connect postal offices and enable the delivery of a variety of services (e.g., e-commerce and e-government services); • High growth potential due to large untapped population as a postal market • Increasing investments in the country's transportation infrastructure (roads, rail, sea, and air transport) will facilitate logistics for the postal sector. • National initiatives on the implementation of National Addressing and Postcode System – this will support delivery at doorsteps 	<ul style="list-style-type: none"> • Provision of Universal Postal Services • Cybercrime in provision of e-services • Natural and man-made disasters • Connectivity and reliability of power supply • The shift toward digital correspondence- • The declining trend of traditional mail traffics • Negative public perception about the quality of postal services. This brings a poor corporate image • Policies, laws, regulations that inhibit business decision making in postal and other services ie procurement, taxation and online business
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In identifying the most strategic issues the organization is facing, a Confrontation Matrix (*a tool which is used to further analyze the output of a SWOC analysis*) has been used to analyze each different combination of strength, weakness, opportunity, and threat as presented in Table 2.3 below

Table 2.3: Confrontation Matrix

Analysis	Opportunities	Weaknesses
Strength	Offensive (Aggressive) Strategy <ul style="list-style-type: none"> • Acquire and install modern ICT systems and facilities • Invest in e-services/business • Solicit business from government and non-governmental institutions • Make use of agency services opportunities • Establish Posta Cash e-wallet • Inject capital in financial services • Establish an international e-commerce platform • Enhance Huduma Pamoja Centers 	Adjustment Strategy <ul style="list-style-type: none"> • Establish Learning Institution/Unit in Postal Affairs • Provide training in customer care, operational and supervisory skills • Rehabilitate and rebrand Postal buildings • Enhance implementation of Postal Information Management System (PIMS) • Invest in operational equipment and retooling • Conduct brand awareness campaigns

Challenges	Reactive Strategy <ul style="list-style-type: none"> • Enhance public awareness through modern marketing • Improve the quality-of-service provision • Prepare and implement financial mobilization strategy • Request for Government subsidies to facilitate Universal Service Obligation • Provide last-mile delivery for parcels • Establish an e-commerce innovation centre 	Defensive Strategy <ul style="list-style-type: none"> • Establish Research and Development Unit • Establish Logistics section • Request for subsidies from the Government and other stakeholders to finance Universal Service Obligation • Enhance mobilization of resources from the Government and Development partners. • Strengthen debt collection • Undertake digital transformation of the postal services and processes • Develop disaster risk recovery plan • Collaborate with potential stakeholders to strengthen cybersecurity • Collaborate with potential stakeholders to harmonize policies, laws and regulations that inhibit business decision making in postal and other services

2.6 Recent Initiatives for Improving Performance

- a. Amendment of the Tanzania Posts Corporation Act, (CAP. 303).
- b. Adoption of the World Postal Strategy (Abidjan Postal Strategy and Business Plan 2021-2025). A roadmap for the new work cycle of the UPU's member countries.
- c. Utilization of Tshs. 7,925,460,945.98 remitted by the Government as the amount TPC used to pay pensioners of the former East African Posts and Telecommunications Corporation. This fund has been allocated for enhancement of logistics services, digital transformation, investment in financial services, and rehabilitation of post offices.
- d. Implementation of the Digital Tanzania Project coordinated by the Ministry of Information, Communication and Information Technology. TPC being one of the beneficiaries/ implementing agencies of this project, is involved directly in the establishment of 31 Huduma Pamoja Centers (two pilot centres at Dar es Salaam General Post Office and Dodoma Head Post Office are operational) and the Establishment of an E-commerce platform and E-commerce innovation centre.

- e. TPC is entrusted with the mandate to transport laboratory samples from spoke centres and/or hubs to the main laboratory for further processing and testing. Currently, TPC operates in 18 regions of the Tanzania Mainland while providing emergency laboratory sample transportation countrywide.
- f. TPC Digital transformation towards a digital native post. These initiatives involve enhancement of postal e-shop, enhancement of Postal Management Information System (PMIS), deployment of Smart Posta system, deployment of Planning and Reporting System (PlanRep), Mfumo wa Ulipaji Serikalini (MUSE), Tanzania National e-Procurement System (TANePS), and e-office.
- g. Upgrade of International Postal System (IPS) from Version 2017 to Version 2019, a project worth USD 289,155. This involves the installation of 202 personal computers, 2020 UPS, 50 report printers, 50 digital weigh scales, two (2) servers generation 10, and 50 barcode scanners.
- h. Execution of project for five heavy-duty trucks to enhance transportation of cargo within and outside the boundaries of Tanzania. The procured trucks worth TZS 1,680,000,000/= include two (2) refrigerator trucks, one (1) full-body truck, one (1) half body truck, and one (1) crane trailer truck.
- i. Government recent initiatives on the implementation of the National Addressing and Postcode System. This project is instrumental for the enhancement of last-mile delivery of postal items.
- j. Government recent initiatives on the Transportation sector (construction and rehabilitation of airports, roads, and railways). These initiatives provide substantial opportunities for conveyance of postal items.
- k. Rehabilitation and rebranding of post offices specifically Head Post Offices

2.7 Critical Issues

As an outcome of the situational analysis, different issues which require strategic intervention were identified. The identified issues were re-evaluated and screened to obtain critical issues, which need to be incorporated in drafting the strategic plan. These include;

- a. Need to optimize utilization of National Addressing and Postcode System for enhancement of last-mile delivery.
- b. Need to enhance digital transformation towards a digital native post by strengthening PMIS, developing and deploying digital a map system, deploying modern ICT infrastructure, and conducting training on ICT systems.

- c. Enhance customer services excellence with the motive to improve quality of services by ensuring real-time track and trace, timely pick-up and delivery, delivery notification, strengthening security and safety to customers and their properties, implementing ISO certification, and equipping TPC with modern tools and equipment.
- d. Following the decline in the performance of TPC financial services, there is a need to develop and deploy Posta Cash e-wallet as an alternative, inject working capital in financial services and strengthen customer money management.
- e. Considering irreversible declining demand for traditional mail services versus great potential in e-commerce and parcel business, there is a need to strengthen Posta online shop and provide logistics solutions for last-mile delivery of parcels, packets, and other express mail items.
- f. Need for collaboration with the MICIT and other stakeholders in the implementation of the Digital Tanzania project. This involves the establishment of 31 Huduma Pamoja Centers, the establishment of an e-commerce platform, and E-commerce Innovation centre.
- g. Need for strengthening Posta Bureau De Change management and expanding business to 61 branches in strategic areas with currency exchange potential.
- h. Establish Research and Development (R&D) unit to enhance business innovations, creativity, and development of new products/services.
- i. Need to enhance Human Resources Management and capacity of the Corporation to carry out its mandates.
- j. Need to establish logistics section with the intent to strengthen the management of TPC logistics services.
- k. Enhance resource mobilization from the Government and other stakeholders. TPC is bound to strengthen debt collection, request for waiver/ write off and/or refinance long-term debts.
- l. Establish Cost Accounting section, develop Cost Accounting Model, prepare and implement cost control programs to enhance proper financial management.
- m. Need to improve productivity and profitability on real estate investments through collaboration with potential investors.
- n. Need to enhance marketing programs focusing on the increase of TPC market share, improve brand awareness and productivity of TPC products and services

CHAPTER THREE

3.0 THE PLAN

This section of the Corporate Strategic Plan outlines the direct strategic responses to the critical challenges that are facing TPC. The Chapter states the vision, mission and core values that are responsible for the culture of the corporation. It further highlights key strategic interventions that are to be implemented in four years (2022/23 – 2025/26) to realize the vision and mission of the corporation.

3.1 Mission, Vision and Core Values

Vision statement

“A reliable and innovative postal services provider that responds to customer touch in a digital economy.”

Mission Statement

“To provide quality postal, logistics, financial, e- commerce and government services that satisfy the aspirations of stakeholders.”

Core Values

TPC envisages to be identified by its belief and what it values as follows:

- vi. **Customer First:** The key stakeholder remains, first and foremost, the Tanzania public and the customers. Therefore, it is the customer needs and expectations that we should strive to meet through improved quality of services, customer services excellence and value for money;
- vii. **Integrity:** We treat each other with respect, dignity, honesty and adhere to accountability and transparency in the way we work
- viii. **Trustworthy:** Our people conduct themselves ethically in a manner that is above reproach to win the trust of our customers and stakeholders;
- ix. **Professionalism:** We always aspire to conduct our business to the highest standard and compliance with the national and international standard in Postal Services. Quality is the focus of everything through continuous innovation, the spirit of integration, and high standards improve quality in every aspect;
- x. **Embrace Change:** We embrace change and diversity in the way we conduct business.

3.2 Strategic Objectives

The Tanzania Posts Corporation in its quest to achieve its aspiration of providing innovative quality postal, logistics, financial, e-commerce and government services that respond to customer touch, has identified key strategic interventions that are essential for a successful turnaround. In this regard, the following Objectives will guide the strategic framework of the 8th plan;

- A. HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved;
- B. Effective Implementation of National Anti-Corruption Strategy enhanced and sustained;
- C. Service delivery, accountability and security in postal services enhanced;
- D. Business Growth and Profitability Improved;
- E. Digitization of Postal services & Business processes Enhanced;
- F. Institutional Management and Capacity to deliver quality services improved.

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

This is geared to implement one of the government priorities of fighting HIV/AIDS and Non-Communicable Diseases at the workplace. A healthy labour force and a healthy nation are essential for economic development.

HIV/AIDS and Non-Communicable Diseases are overwhelming Diseases affecting human resources in our nation including Postal Sector. The major challenges of these diseases are reduction of the labour force through deaths and low productivity associated with unhealthy staff and their family suffering from HIV/AIDS and Non-Communicable Diseases. To address these challenges, the following strategy was identified;

Strategies

Strengthen programs and mechanisms to fight HIV/AIDS and Non-Communicable Diseases at the workplace.

Targets

- i. HIV/AIDS and Non-Communicable Diseases at workplace programmes developed and implemented by June 2026; and
- ii. Program to support staff living with HIV/AIDS and Non-Communicable diseases implemented by June 2026.

3.1.2 OBJECTIVE B: Effective Implementation of National Anti-Corruption Strategy enhanced and sustained;

Good governance is one of the National agendas. Corruption at large has been weakening good governance and depriving people's rights. It has in most cases hindered the rights of people to access services provided. It is therefore an important corporate strategy for TPC to implement the National Anti-Corruption strategy as a means for Institutionalizing measures for combating and preventing corruption. To address these challenges, the following strategy will be implemented: -

Strategy

Strengthen Anti-corruption initiatives.

Targets

Anticorruption strategy mainstreamed and implemented.

3.1.3 OBJECTIVE C: Service delivery, accountability and security in postal services enhanced;

Digital transformations and e-commerce have reformed the way people communicate and trade. Customers are becoming more accustomed to digital communications, accelerating the need for Posts to follow suit. The advent of Information and Communication Technology (ICT) and its rapid growth not only added competition to the market, but it has also provided ample opportunity for the broadening and improvement of services and product range. Globally, the post has undergone profound changes to remain relevant in the digital edge by developing new business solutions tailored to the needs of their customers. TPC will adopt the same strategy to evolve in line with market trends and remain competitive and reliable state enterprise.

Furthermore, for TPC adequately plays its role in the National Development Agenda and remain relevant to ever change demand from the customers, the corporation must focus on the quality of services offered. Technology substitution and competition created by liberalized postal sector will continue to accelerate the need for postal incumbents to improve quality of service, customer services excellence and strengthening security in postal services. The plan has set ambitious goals to digitize postal operations to ensure the quality of postal services is relevant to the market demands.

On other hand the plan will focus on improving the accessibility of government services through postal network by establishing 31 Huduma Pamoja Center and promote e-governance. This plan has also identified the following seven Quality related strategic

objectives under this sub-component which will govern monitoring of quality of services offered:

- a. Qualifying for ISO 9001:2015 and UPU Quality Management System Certification.
- b. Sustaining the domestic and international quality of service level where it is acceptable to all.
- c. Implementation of the UPU Global Monitoring System (GMS) and to ensure the delivery standards are achieved.
- d. Meeting the UPU registered, insured and express items program requirement to obtain additional revenue
- e. Meeting EMS Targets set by the EMS Cooperative
- f. Meeting Parcels Measurement requirements laid out in the Parcels Post Regulations to obtain bonus

To achieve these objectives the organization, embark on implementing the following identified strategies;

Strategy

- i. Introduce and operationalize an appropriate Quality Management System (QMS).
- ii. Enhance customer services excellence.
- iii. Improve Delivery standards & set annual quality targets;
- iv. Conduct Annual Customer Satisfaction Survey;
- v. Strengthen safety and security in postal services;
- vi. Improve Accessibility of Government Services through postal network;
- vii. Provide last-mile delivery for parcels through NAPS infrastructure;

Targets

- i. ISO 9001:2015 accreditation attained by June 2026;
- ii. UPU QMS certification attained by June 2026;
- iii. Customer Services Excellence and brand ambassadors programme conducted by June 2026;
- iv. Ordinary Inbound mail delivery standards attained by June 2026;
- v. EMS Pay for performance targets set by EMS Cooperative achieved by June 2026;
- vi. Parcel performance targets set by UPU achieved by June 2026;
- vii. Registered and insured items target set are achieved by 2026;
- viii. Ensure presence of adequate security infrastructure and systems by June 2026;

- ix. Internal and external audit to 21 postal regions and HQ conducted by June 2026;
- x. Legal services to facilitate the development of TPC, provided by June 2026;
- xi. Contract Management System upgraded and deployed by June 2026;
- xii. Financial and audit reports submitted to CAG timely and Unqualified Audit Opinion achieved by June 2026;
- xiii. Number of Customer complaints reduced by 10% by June 2026;
- xiv. Establish and operationalize 31 Huduma Pamoja Centers by June 2026;
- xv. Six (6) new postal regions (Katavi, Manyara, Songwe, Njombe, Bariadi (Simiyu) and Pwani) and One (1) postal service centre at Mtumba - Dodoma established by June 2026;
- xvi. 50% of Domestic parcels delivered at customer's doorstep by June 2026;
- xvii. 90% of Domestic EMS parcels delivered at customers' doorstep by June 2026.

3.1.4 OBJECTIVE D: Business Growth and Profitability Improved.

This is the important key result area of this plan. The Goal is to make TPC financially sustainable. It's important to note that, the cornerstone of the success of any commercial organization is its ability to generate enough revenue and to manage operational costs to achieve sound financial footing. TPC aspires to increase the revenue and profitability from its revenue streams to achieve operational efficiency significantly through digitization of its business processes to enhance further commercialization and product diversification, resources mobilization and equipping TPC with modern equipment and working tools. To achieve this the following actions are important;

i. Grow Revenue from core business

TPC will focus on strengthening its source of revenue whereas the overall corporate revenue will experience annual growth rate of 13% on average. The Mail and Logistics Business unit revenue is expected to increase by 12% in year one and slowly return to an annual average growth rate of 5% annually leveraging parcel market. In the case of parcels TPC will improve home delivery, track & trace and SMS texting advising for domestic parcels in regions leveraging the infrastructure of National Addressing system & Postcode (NAPS) throughout the country and enhance overnight mail delivery systems. (OMDS)

Mail services will maximize on services with virtue boxes through Posta Kiganjani and value add services specifically the introduction of Digitalized pickup and

delivery services through Posta Digital Map. The future of the postal services depends on the ability of post to quickly adapt innovative technologies that deliver value to the society; Virtue box customer base is expected to reach 1 million active users by 2026.

Express & Courier services (EMS) items are expected to continue to grow at 12% annually while revenue will experience an average annual growth of 15% by June 2026. This will be achieved by enhancing pickup and delivery, improving delivery standards, strengthening sample transportation projects through the establishment of Postal Digital Map and expansion of pCUM business in other cities. eCommerce initiatives will also contribute to the rise of courier service enabling and developing the small and medium business sector (SMMEs) in Tanzania.

Financial and agency service on other hand is projected to grow at 10% p.a. The corporation will enhance financial services by injecting enough capital in agency business, develop and launching of Posta Cash e-wallet to facilitate financial inclusion and Huduma Pamoja payment system.

ii. Enhance pick-up and Delivery services

The plan is designed to stimulate the volume of Mails business and EMS items delivered through enhancement of pick-up and delivery services leveraging the parcel market. It is worth noting that, the future of the Post office depends on the ability of TPC to adapt digital transformation, last-mile delivery, and cross-border eCommerce. It comes as no surprise that digital transformation stood out as a key trend in postal services as the result of ecommerce boom globally. This accelerates the need to enhance pick-up and delivery services to leverage these changes as customer becomes more accustomed to digital communications.

iii. Product Diversifications

In response to fundamental business challenges, Postal Operators globally now have to focus on diversification of activities, necessitating the launch of new business and product lines vastly different from traditional products. The UPU, Postal Economic Outlook 2018, suggest that Africa, the Arab region and Asia-Pacific appear to be moving towards the Accelerated diversification beyond parcels and logistics Business model. TPC is no exception. During the life of the plan, TPC will invest in the innovation of a new product line that will increase revenue generation opportunities while maintaining other traditional core businesses. The strategies to achieve this includes Establishment of Research and Development(R&D) Section, the establishment of Postal Logistics section, Freight Forwarding, Expansion of Bureau De change business to 35 branches by

2025 and investment in future financial products specifically Posta Cash (e-wallet) and eCommerce logistics.

iv. Conduct Targeted marketing

The Post will be required to strengthen its market intelligence and data analytics competencies to further enhance its product/services portfolio, collaborate with customers to develop customized service offerings ensuring that the Post Office evolves in line with market trends.

v. Retain and grow its customer base.

During the strategic cycle, TPC will focus on improving service delivery, customer satisfaction that delights and retains the customer. Market Intelligence and ambassador programs will be undertaken to market postal services and grow the customer base at 5% annually.

vi. Commercialization of Real Estate Properties

The strategy highlights to the following outcomes for TPC including utilizing the owned TPC's real estate infrastructure to generate additional revenue, Implement development plan for unutilized 42 plots, and Rehabilitation and Rebranding of postal buildings.

To achieve these outcomes TPC will engage in Public-Private Partnership (PPP) to leverage available asset base. This involves maximizing value from a healthy asset and infrastructure portfolio to drive profitability, strengthening debts collection, deployment of upgraded real estate management system and conduct market programs to secure new tenants for unoccupied rental spaces.

vii. Engage in Public-Private-Partnerships to leverage asset base

Targets

- i. The volume of Ordinary mails increased by 2% by June 2026;
- ii. The volume of Parcel and small packets increased by 5% by June 2026;
- iii. Volumes of EMS delivery increased by 12% by June 2026;
- iv. Expansion of pCUM Services in cities and all other postal regions by June 2026;
- v. Parcel Lockers (e-Lockers) installed and maintained in 6 cities and Zanzibar (4 at Dar es salaam, and 2 at each other areas) by June 2026;
- vi. Revenue worth Tzs 194,047,527,000 generated by June 2026;
- vii. The number of agency partners increased to 20 by June 2024;
- viii. Posta Insurance business established by June 2026;
- ix. Prepare and implement marketing strategy annually;

- x. Grow customer base of key/major customers by 10% by June 2026;
- xi. TPC market share in courier services increased by 14% and corporate Brand awareness improved by June 2026;
- xii. Logistics hub at Dodoma (central corridor) established to leverage SGR Project by June 2026;
- xiii. Rehabilitation of TPC buildings and Rebranding of postal offices by June 2026;
- xiv. Electrification of 30 Postal offices in Rural areas by June 2026;
- xv. Real estate portfolio and space optimization to drive profitability coordinated by June 2026;
- xvi. Expansion of Bureau de Change branches to 35 in strategic areas by June 2026;

3.1.5 OBJECTIVE E: Digitization of Postal services & business processes Enhanced

Technology is a disruptor of existing known norms in business. Internationally, the rapid technological advancement has left many postal incumbents with no choice but to undergo fundamental transformation processes and there is no going back. Traditional business models have not evolved at the same pace as technological advancement and social trends, and this has threatened the financial stability of many Post Offices across the globe.

This plan will guide TPC efforts to provide scalable, efficient, cost-effective technology that enables digitization of postal services to enhance revenue generation opportunities, productivity and operational cost-effectiveness.

The corporation will position itself to tap into the current cutting-edge technology in software and hardware that operates such applications to forestall a possibility of obsolesce in the ICT area of business operations.

TPC is to encourage a culture of innovation throughout the organization, supported by a Research and Development policy and framework. This goal is geared to help the corporation to become Digital Native on the edge of competition and eCommerce as the nation prepares for the fourth industrial revolution (4IR).

This will be achieved by reviewing the current ICT practices to improve them, followed by a phased expansion of usage of ICT in the TPC network to cover all departmental offices by June 2026. Other strategies will include Review of ICT Policy and prepare ICT strategy, Improve ICT infrastructure, Introduction of new ICT based services/products such as Postal Digital Map to strengthen courier and logistics services, Deployment of PMIS and SMARTPOSTA, Strengthen Track & Trace of customer items & Delivery information notification (SMS Notifications), Strengthen

Cyber Security, Invest in eCommerce and Digital Financial products (POSTACASH), Implementation of ICT applications (post-global, IPS, IFS), and Establishment of E-office services to facilitate daily movement of office documents.

Targets

- i. ICT guiding documents (ICT Strategy, Security Policy, Recovery Plan, Cyber Security policy) developed, reviewed and implemented by June 2026;
- ii. Postal Digital Map system developed and operationalized by June 2026;
- iii. Track & Trace technologies upgraded and deployed through PMIS by June 2026;
- iv. Posta Cash e-wallet system developed and deployed by June 2026;
- v. Tanzania e-Commerce platform through ECOM and Digital Tanzania initiatives developed and operationalized by June 2026;
- vi. eCommerce innovation center (EIC) established by June 2026;
- vii. Revenue worth Tzs 34, 000,000 from Posta Shop(e-shop) generated by June 2026;
- viii. Posta Shop(e-shop) integrated with other partners (eBay, amazon, Alibaba) and other posts online shop by June 2026;
- ix. Fifteen (15) Community Information Centers (CIC) in a corporation with DIT in an unprivileged area established by June 2024;
- x. TPC core business operations automated and level of ICT usages strengthened by June 2026;
- xi. Registered virtue box customers increased by 600 annually by June 2026;

3.1.6 OBJECTIVE F: Institutional Management and Capacity to deliver quality services improved

The importance of enhancing institutional capacity in service delivery is inevitable. TPC commitment to transform the postal services will only be achieved if the corporation has built a strong internal capacity to undertake its mandate and participate in the national development agenda. In this regard, the strategical response to enhance institutional capacity in services delivery will include; -

i. Effective Implementation of the Reviewed TPC Organization Structure

The success of this plan depends much on how well the Human resources skills and capacity is structured to aid the implementation of the set objectives of the corporation. In light of the strategies and programmes contained in this strategic plan, TPC will replace the current Organization structure with the revised organizational structure and review the scheme of service into manageable

business units to increase efficiency, effectiveness and ensure financial sustainability while retaining the core function of the Corporation.

ii. Strengthen administrative functions and retool programs

This will involve improvement of decent and conducive working environment, staff welfare schemes to enhance productivity and culture of excellence at workplace and deployment of Automated Staff Performance Management System as well as rewarding mechanism.

Retooling programs & Computerization will strengthen the capacity of TPC in services delivery. It involves equipping TPC with modern equipment, working tools office and ICT equipment.

iii. Foster International relations, regional and international organizations (UPU, PAPU, EAC, EACO, SADC and SAPOA)

iv. Develop, implement and monitor ERM Framework

v. Strengthen Resources mobilization and recapitalization

The plan also aims at building the strong capacity of TPC in resource mobilization for the investment in postal services. During the life span of this plan, TPC will dedicate its efforts in Debt's collections to about 90% of the existing debts. Requesting a waiver of long-term debts of 26bl Tax Debts from the governments and other subsidies to finance Universal Service Obligations (USO). This will enable TPC to clear its balance sheet and achieve a sounding financial position.

Furthermore, the plan will extend TPC efforts in mobilizing resources to support Universal Quality Postal Services from potential development partners, leveraging Public-Private Partnership (PPP) and loans from financial institutions after being de-specified from TRO.

Targets

- i. TPC proposed org. structure approved and implemented by June 2022;
- ii. TPC Headquarters office building at Dodoma Capital city constructed and administrative activities relocated to Dodoma by June 2026;
- iii. Human Resource Plan developed and implemented by June 2024;
- iv. 120 Training Program developed and implemented by June 2026;
- v. Staff welfare schemes reviewed and implemented by June 2023;
- vi. Performance-based management system developed, upgraded and operationalized by June 2024;

- vii. Human Capital Management Information System (HCMIS) Established by June 2025;
- viii. Record Management policy developed and implemented;
- ix. Domestic, regional and international forums, workshops, seminars and meetings participated by June 2025;
- x. Postal consultancy mission from Regional and International Organizations coordinated by June 2026;
- xi. Programs for building the reputation of the corporate brand and communication services provided by June 2026;
- xii. Enterprise Risk Management (ERM) Framework and register (risk log) established, reviewed, and monitored by 2026;
- xiii. Disaster Risk Recovery (DRR) plan developed and implemented by June 2023;
- xiv. TPC equipped with modern equipment and working tools through re-tooling programs by June 2026;
- xv. Annual Business Plans and Budget prepared and disseminated by June 2026;
- xvi. Prepare and implement Resource Mobilization Strategy by June 2023;
- xvii. Procurement Services provided by June, 2026;

CHAPTER FOUR

4.0 FINANCIAL PLAN

Strategy implementation requires sufficient and timely resource allocation. Strategies must be supported by both Financial and Non-financial resources for effective, efficient and timely implementation of planned tasks.

The funding of this plan shall be from internally generated revenue with at least one to two per cent from other sources that include:- grants and donations. The Corporation Board will explore the possibility of additional external resource mobilization through lobbying for funds from the government.

The corporation will rely on the following sources of revenue to fund its operation for five years.

4.1 Sources of Revenues

The Corporation's main source of money funding the objectives of this plan period is generated from its principal business as summarized in the Table below;

Table 4.1: TPC Projected Revenue 2022/2023 – 2025/2026

Revenue Sources	Actual Revenue 2020/21	Projected Actual Revenue 2021/22	Projected Revenue 2022/23	Projected Revenue 2023/24	Projected Revenue 2024/25	Projected Revenue 2025/26	Total Plan 2022/23- 2025/26
	Tzs. '000'	Tzs. '000'	Tzs. '000'	Tzs. '000'	Tzs. '000'	Tzs. '000'	Tzs. '000'
Mails & Logistic	8,983,625	10,870,000	12,174,400	12,783,120	13,422,276	14,093,390	52,473,186
Financial& Agency Services	971,201	1,175,000	1,292,500	1,421,750	1,563,925	1,720,318	5,998,493
E-Business	327,268	396,000	455,400	523,710	602,267	692,606	2,273,983
Bureau De Change	490,536	593,500	652,850	718,135	789,949	868,943	3,029,877
Courier & Express (EMS)	16,367,728	19,805,000	22,775,750	26,192,113	30,120,929	34,639,069	113,727,861
Rent	2,548,858	3,084,000	3,392,400	3,731,640	4,104,804	4,515,284	15,744,128
Other	7,733	10,000	200,000	200,000	200,000	200,000	800,000
TOTAL	29,696,948	35,933,500	40,943,300	45,570,468	50,804,149	56,729,610	194,047,527

4.2 Assumptions of Financial Projections

The corporation Revenue is projected to increase to Tzs 40.9 billion in 2022/23, Tzs 45.5 billion in 2023/24, Tzs 50.8 billion in 2024/25 and Tzs 56.7 billion in 2025/26 at average annual growth rate of 12% and includes the following budgetary assumptions:

- Mails & Logistics Services is anticipated to grow by 12% in year one and slowly return to an annual average growth rate of 5% annually.
- EMS and courier services revenue projected to grow at 15% annually.
- Financial & Agency Business projected at 10%;
- E- Business at 15%
- Real Estate at 10% and Posta Bureau De change revenue is projected at 10% annual growth on average.

These assumptions are based on the trends of revenue, and proposed Aggressive strategies which are intended to stimulate demand and increase revenues.

4.3 Financial Resources Requirements

The expenditure pattern of the corporation will be governed by MTEF framework (annual Financial Budgets) to achieve the planned outlay as per strategic plan, which will allow the TPC to remain within the expense ceiling. In terms of financial resources requirements, the plan will require 177.7 billion to cover the projected costs during the lifespan of the plan and 16.35 billion as the surplus. This includes 38.4 billion in year one, 42.2 billion in year two, 46.9 billion in year three and 50.2 billion in year four. These Budgetary expenditures covers both operational requirements and Capital components in their relevant financial periods

Table 4.2: TPC Projected Expenditure Patterns 2022/2023 – 2025/2026

No	DESCRIPTION		EXPENDITURE	PROJECTED EXPENDITURE				
			2020/2021	2022/23	2023/24	2024/25	2025/26	
			Tzs. '000'	Tzs. '000'	Tzs. '000'	Tzs. '000'	Tzs. '000'	
1	Personal Emoluments (PE)		10,291,137	12,750,500	13,000,000	13,000,000	13,000,000	
2	Other Charges (OC)		17,325,796	23,192,800	23,696,643	28,778,591	32,135,136	
	Total Recurrent (PE+OC)		27,616,933	35,943,300	36,696,643	41,778,591	45,135,136	
3	Capital Development	Own Source	-	2,500,000	5,468,456	5,080,415	5,105,665	
		Others	-	-	-	-	-	
4	Sub Total - Development		-	2,500,000	5,468,456	5,080,415	5,105,665	
	Total Expenditure		27,616,933	38,443,300	42,165,099	46,859,006	50,240,801	

Table 4.3: Projected Statement of Income and Expenditure and Other Comprehensive Income for The Year Ended 30.06.2022 to 30.06.2026

PROJECTED STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30.06.2022 TO 30.06.2026						
	30.06.2021	30.06.2022	30.06.2023	30.06.2024	30.06.2025	30.06.2026
	TZS	TZS	TZS	TZS	TZS	TZS
REVENUE						
Operating Income	26,649,821	32,246,000	36,698,050	40,920,693	45,709,397	51,145,383
Other Income	3,047,127	3,687,500	4,245,250	4,649,775	5,094,753	5,584,227
Total Revenue	29,696,948	35,933,500	40,943,300	45,570,468	50,804,150	56,729,610
LESS: EXPENSES						
Personal Emoluments (PE)	10,291,137	11,750,500	12,750,500	13,000,000	13,000,000	13,000,000
Other Charges	17,325,796	20,121,256	23,192,800	23,696,643	28,778,591	32,135,136
Total expenses	27,616,933	31,871,756	35,943,300	36,696,643	41,778,591	45,135,136
Profit before tax	2,080,015	4,061,744	5,000,000	8,873,825	9,025,559	11,594,474
Less: Tax (charge)/credit	624,005	1,218,523	1,500,000	2,662,148	2,707,668	3,478,342
Profit/(Loss) for the Year from Operations	1,456,011	2,843,221	3,500,000	6,211,678	6,317,891	8,116,132
Total comprehensive Income	1,456,011	1,460,442	1,421,919	1,435,081	2,396,304	2,451,308

Table 4.4: Projected Statement of Financial Position For The Year Ended 30.06.2022 to 30.06.2026

PROJECTED STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30.06.2022 TO 30.06.2026						
	30.06.2021	30.06.2022	30.06.2023	30.06.2024	30.06.2025	30.06.2026
	TZS '000'	TZS '000'	TZS '000'	TZS '000'	TZS '000'	TZS '000'
NON-CURRENT ASSETS						
Investment Property	15,519,009	15,195,697	14,872,384	14,549,071	14,225,759	13,902,446
Property, Plant and Equipment	185,106,438	187,606,438	190,106,438	195,574,894	200,655,309	205,760,974
Investments in Equity shares	2,135,729	2,135,729	2,135,729	2,135,729	2,135,729	2,135,729
INTANGIBLE ASSETS						
Computer Software	22,800	22,800	22,800	22,800	22,800	22,800
TOTAL NON-CURRENT ASSETS	202,783,976	204,960,664	207,137,351	212,282,494	217,039,597	221,821,949
CURRENT ASSETS						
Inventories	1,901,142	1,920,153.51	1,824,145.84	1,678,214.17	1,510,392.75	1,434,873.12
Non-Current Assets Held For Sale	196,633	196,633	196,633	196,633	196,633	196,633
Trade and Other Receivables	24,475,406	16,549,945	18,564,562	21,349,246.30	22,416,708.62	23,537,544.05
Cash and Cash Equivalent	2,881,243	3,313,429.56	3,810,443.99	4,382,010.59	5,039,312.18	5,795,209.01
TOTAL CURRENT ASSETS	29,454,424	21,980,161	24,395,784.72	27,606,103.95	29,163,046.43	30,964,259.05
TOTAL ASSETS	232,238,400	226,940,825	231,533,135.75	239,888,598.28	246,202,643.07	252,786,208.00
EQUITY AND LIABILITIES						
CAPITAL AND RESERVES						

Advance towards Share Capital	7,737,529	7,737,529	7,737,529	7,737,529	7,737,529	7,737,529
Capital Reserve	154,440	154,440	154,440	154,440	154,440	154,440
Accumulated Surplus/(Deficit)	162,651,289	159,928,995	168,509,837	181,221,393	190,183,012	198,746,512
TOTAL CAPITAL AND RESERVES	170,543,259	167,820,965	176,401,807	189,113,363	198,074,982	206,638,481
NON-CURRENT LIABILITIES						
Deferred Tax Liability	2,683,883	2,683,883	2,683,883	2,683,883	2,683,883	2,683,883
Total Non-Current Liabilities	2,683,883	2,683,883	2,683,883	2,683,883	2,683,883	2,683,883
CURRENT LIABILITIES						
Provision for Taxation	2,878,989	2,878,989	2,878,989	2,878,989	2,878,989	2,878,989
Trade and other Payables	56,132,268	53,556,987	49,568,456	45,212,363	42,564,789	40,584,854
Total Current Liabilities	59,011,258	56,435,976	52,447,445	48,091,352	45,443,778	43,463,843
TOTAL LIABILITIES	61,695,141	59,119,860	55,131,329	50,775,236	48,127,662	46,147,727
TOTAL EQUITY AND LIABILITIES	232,238,400	226,940,825	231,533,136	239,888,598	246,202,643	252,786,208

CHAPTER FIVE

5.0 RESULT FRAMEWORK

5.1 Purpose and Structure

This chapter intends to illustrate how the results envisioned in the TPC 8th Strategic Plan (2022/23-2025/26) will be measured as well as the benefits that will accrue to its immediate clients and other stakeholders in the course of its implementation. The Results Framework shows the overriding objective (goal) which carries the overall impact of the Tanzania Posts Corporation's activities; the beneficiaries of services; Results Chain; the Results Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

Besides, this 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 evaluation studies will be undertaken to show that the interventions have led to the achievement of intended outcomes. Finally, how the indicators and progress of various interventions will be reported and to which stakeholders.

5.2 The Development Objective

The overriding objective of the Tanzania Posts Corporation is "Reliable and innovative postal services enhanced for socio-economic development". This objective signifies the highest level of results envisioned Corporation, therefore, the accomplishment of this Development Objective among is subject to convenience of financial and human resources, the demand for accountability as well as the capacity of the Corporation Strategically and Operationally.

5.3 Beneficiaries of Services Provided by TPC

The Tanzania Posts Corporation comprises of over seventeen (17) key stakeholders as acknowledged in the stakeholder's analysis. TPC strives to implement its mandate as spelt under Section 8 of TPC Establishment Act No.19 of 1993 through developed objectives, identified strategies and targets to ensure a conducive environment for effective utilization of available Resources and therefore satisfy the aspirations of stakeholders.

5.4 Results Chain

Results chain is a combination of strategic objectives and envisioned targets in the strategic plan and line activities and inputs in the Medium-Term Expenditure Framework (MTEF) of the Corporation. The inputs will lead to achievement of the activities, which

will contribute to achievement of outputs. Achievement of outputs will result to achievement of objectives. Achievement of the TPC medium term objectives will lead to achievement of the overriding objective and therefore contribute to the achievement of Tanzania Development Vision 2025, Sustainable Development Goals (SDGs), Ruling Part manifesto, Five Years Development Plan III, Abidjan Postal Strategy as well as other relevant National and International policies, plans, strategies and agendas pertaining to communication and postal sector.

Therefore, TPC as a key player in the postal sector will play an important role in promoting socio-economic development. Affordable, efficient and universal postal services substantially reduce transaction costs between economic agents, granting them access to a vast communications and infrastructure network. Besides, TPC will continue to provide jobs directly and indirectly, contribute to the National Income and pay dividend to the Government as a sole Shareholder of the Corporation

5.5 Result Framework Matrix

This matrix contains the TPC overall Development Objective, Objective Codes, Medium Term Objectives and Intermediate Outcomes. It envisions how the Development Objective will be achieved; however, this plan will be measured by using output indicators for each objective as specified in annex II. The Results Framework Matrix is detailed below: -

Table 5.1: Result Framework Matrix

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes
Reliable and innovative postal services enhanced for socio-economic development	A	HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved;	<ul style="list-style-type: none"> i. Reduced number of new infections; ii. Increased efficiency in service delivery; iii. Increased participation of staffs to the health programmes; and iv. iv. Increased employees undertaking voluntary medical checkups for HIV/AIDS and NCD's.
	B	Effective Implementation of National Anti-Corruption Strategy enhanced and sustained;	<ul style="list-style-type: none"> i. Reduced number of corruption incidence reported; ii. Improved ethical conduct among staffs; iii. Increased transparency and fairness in service delivery; and iv. Reduced number of complaints for service delivery
	C	Service delivery, accountability and security in	<ul style="list-style-type: none"> i. Improved customer services excellence.

		postal services enhanced	<ul style="list-style-type: none"> ii. Improved Delivery standards iii. Improved safety and security in postal services; iv. Improved Accessibility of Government Services through postal network; v. Improved efficiency in provision of last-mile delivery for parcels and other postal items through NAPS infrastructure;
	D	Business Growth and Profitability Improved	<ul style="list-style-type: none"> i. Increased Revenue from core business ii. Increased profitability of the Corporation iii. Increased dividend payout to the Government iv. Increased number of customers v. Increased volume of business vi. Increased visibility of the Corporation
	E	Digitization of Postal services & Business processes Enhanced	<ul style="list-style-type: none"> i. Increased investment in eCommerce and Digital Financial products ii. Improved level of ICT usage in provision of postal services iii. Increased level of ICT skills and competence among staff iv. Improved security in ICT services v. Improved ICT infrastructure
	F	Institutional Management and Capacity to deliver quality services improved	<ul style="list-style-type: none"> i. Improved International relations in postal affairs, ii. Improved working environment; iii. Increased knowledge and skills to staffs; iv. Reduced labour turnover; v. Increased morale to staffs; vi. Timely procurement of goods and services; vii. Improved efficiency in human resource management. viii. Improved efficiency in resources mobilization ix. Improved efficiency in postal

			services provision x. Improved Institutional management
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5.6 Monitoring Plan

Effective and sustainable Strategic plan implementation requires a continuous monitoring and evaluation system of assessing the achievements and impediments to planned activities. In this regard, implementation of the 8th Strategic Plan will constitute systematic tracking of activities and actions to evaluate progress. Thus, progress will be assessed against specific targets, key performance indicators, and schedules included in the Plan to alert users to stay on track and remain focused on any shortfalls or deviations and take immediate corrective actions. The monitoring plan consists of targets, indicators, the benchmark value for each indicator; indicator target values, and who will be responsible for the implementation of the target. The monitoring plan is included as ***Annex “I”***

5.7 Planned Reviews

Implementation of the 8th Strategic Business Plan requires continuous reviews that aim to obtain the progress status of the envisioned goals. These consist of review meetings, milestones, and rapid appraisals.

5.8 Review Meetings

Tracking of progress on the planned milestones, targets, activities, and deliverables will be conducted through various review meetings. Review meetings are as follows:

Table 5.2: Review Meetings

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Management meeting	Monthly	Postmaster General	Heads of Departments and Units
2.	Directives Monitoring Committee	Weekly	Postmaster General	PMG, GM/CRM, GM/BOP, CS and Chairpersons of the internal Steering and technical committees
3.	Directorate/ Units	Monthly	Head of Department/Unit	Departmental Staff
4.	Tender Board	Quarterly	Appointed Member	Member of Tender Board
5.	Planning and Budget committee	Semi-annually	Postmaster General	Heads of Departments and Units/ Budget Officers
6.	Master Workers Council	Annually	Postmaster General	Staff Representatives
7.	Integrity Committee	Quarterly	Appointed Member	Selected Members
8.	HIV/AIDS and NCDs Committee	Quarterly	Appointed Member	Selected Members
9.	Entry and Exit Audit meetings	Annually	Postmaster General	Heads of Departments and Units
10.	ICT Steering	Weekly	Postmaster General	Selected Members

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
	Committee			
11.	Central Joint Industrial Committee	Quarterly	Appointed Member	Staff Representatives
12.	Disciplinary Hearing Committee	When need arise	Appointed Member	Selected Members
13.	Recruitment Committee	Annually	Appointed Member	Selected Members
14.	Real Estate Committee	Weekly	Appointed Member	Selected Members

5.8.1 Planned Milestones Reviews

This section contains pre-planned events or points in time at which a thorough review of status is conducted to understand how well stakeholder requirements associated with the strategic objectives, targets, programs, projects, and initiatives envisioned in the 8th SBP are being met. Planned milestones reviews are summarized in Table 5.3 below;

Table 5.3: Planned Milestones Reviews

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
Year I 2022/2023	Two Reviews (Semi-annually)	Attain ISO 9001:2015 accreditation	June 2023	H/PSI
		Establish an automated Internal Auditing systems	June 2023	H/IA&I
		Establish and operationalize 10 Huduma Pamoja Centers	June 2023	GM/BOP
		Extend pCUM Services in Dodoma, Zanzibar postal regions	June 2023	M/EMS
		Generate annual revenue worth TZS. 40,943,300,000	June 2023	GM/BOP
		Establish Cost Accounting Model	June 2023	MCFA
		Prepare and implement the marketing strategy	June 2023	M/MKT
		Conduct six (6) marketing campaign programs	June 2023	M/MKT
		Secure 53 corporate/major customers	June 2023	M/MKT
		Secure 130 government institutions using postal services	June 2023	M/MKT
		Establish Research & Development(R&D) section	June 2023	MHR
		Establish Posta Logistics Unit	June 2023	MHR
		Deploy Real Estate Management System.	June 2023	M/CIS
		Rehabilitate and Rebrand 6 TPC buildings and postal offices	June 2023	H/REM
		Develop three (3) out of 42 unutilized Postal plots	June 2023	H/REM
		Establish five (5) Bureau de Change branches in strategic areas	June 2023	M/EMS
		Prepare and implement ICT Strategy	June 2023	M/CIS
		Develop TPC E-commerce policy	June 2023	M/EB
		Develop ICT Disaster recovery Plan (IDRP)	June 2023	M/CIS
		Develop TPC Cyber Security policy	June 2023	M/CIS
		Develop and deploy Posta Cash e-wallet system	June 2023	M/CIS
		Establish Tanzania e-commerce platform	June 2023	M/EB
		Establish E-commerce Innovation center	June 2023	M/EB
		Establish and operationalize four (4) new CIC	June 2023	M/EB

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
		Solicit 600 active registered virtual box customers	June 2024	M/MLB
		Establish and operationalize E-Office system	June 2023	MHR
		Develop Job listing and Human Resources Plan (HRP)	June 2023	MHR
		Develop Disaster Risk Recovery (DRR) plan	June 2023	H/PSI
		Develop four (4) project proposals	June 2023	MCP
Year II 2023/2024	Two Reviews (Semi-annually)	Establish one (1) postal service center at Mtumba - Dodoma	June 2024	H/REM
		Establish Six (6) new postal regions (Katavi, Manyara, Songwe, Njombe, Bariadi(Simiyu) and other 29 DPOs	June 2024	GM/CRM
		Extend pCUM Services in Moshi Town	June 2024	M/EMS
		Generate annual revenue worth TZS. 45,570,468,000 from TPC business portfolio	June 2024	GM/BOP
		Prepare and implement the marketing strategy	June 2024	M/MKT
		Conduct six (6) marketing campaign programs	June 2024	M/MKT
		Secure 58 Corporate/major customers	June 2024	M/MKT
		Secure 158 government institutions using postal services	June 2024	M/MKT
		Establish TPC Logistics hub at Dodoma (central corridor) to leverage SGR Project opportunities	June 2024	GM/BOP
		Rehabilitate and rebrand six (6) TPC buildings and postal offices	June 2024	H/REM
		Develop three (3) out of 39 unutilized Postal plots	June 2024	H/REM
		Establish five (5) Bureau de Change branches in strategic areas	June 2024	M/EMS
		Develop and deploy Postal Digital Map system	June 2024	M/CIS
		Establish five (5) new CIC	June 2024	M/EB
		Solicit 600 active registered virtual box customers	June 2024	M/MLB
		Develop four (4) project proposals	June 2024	MCP
		Install and maintain parcel lockers in Dar es Salaam (4 lockers), Dodoma (2) and Zanzibar (2)	June 2024	GM/BOP
		Electrification of 10 Postal offices in rural areas.	June 2024	H/REM
Year III 2024/2025	Two Reviews (Semi-annually)	Extend pCUM Services in Morogoro	June 2025	M/EMS
		Generate annual revenue worth TZS. 50,804,149,000 from TPC business portfolio	June 2025	GM/BOP
		Prepare and implement the marketing strategy	June 2025	M/MKT
		Conduct six (6) marketing campaign programs	June 2025	M/MKT
		Secure 64 Corporate/major customers	June 2025	M/MKT
		Secure 187 government institutions using postal services	June 2025	M/MKT
		Rehabilitate and rebrand 35 DPOs	June 2025	H/REM
		Develop three (3) out of 36 unutilized Postal plots	June 2025	H/REM
		Establish five (5) Bureau de Change branches in strategic areas	June 2025	M/EMS
		Establish six (6) new CIC	June 2025	M/EB
		Solicit 600 active registered virtual box customers	June 2025	M/MLB
		Develop four (4) project proposals	June 2025	MCP
		Install and maintain parcel lockers in Arusha (2)	June 2025	GM/BOP

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
		and Mwanza (2)		
		Electrification of 10 Postal offices in rural areas.	June 2025	H/REM
Year IV 2025/2026	Two Reviews (Semi-annually)	Attain UPU QMS certification	June 2026	H/PSI
		Expand pCUM Services in Mbeya and Mtwara postal regions	June 2026	M/EMS
		Generate annual revenue worth TZS. 56,729,610,000 from TPC business portfolio	June 2026	GM/BOP
		Prepare and implement the marketing strategy	June 2026	M/MKT
		Conduct six (6) marketing campaign programs	June 2026	M/MKT
		Increase TPC market share in courier services by 14%	June 2026	M/MKT
		Secure 70 Corporate/major customers	June 2026	M/MKT
		Secure 224 government institutions using postal services	June 2026	M/MKT
		Rehabilitate and rebrand 36 TPC buildings and postal offices	June 2026	H/REM
		Develop three (3) out of 33 unutilized Postal plots	June 2026	H/REM
		Establish five (5) Bureau de Change branches in strategic areas	June 2026	M/EMS
		Solicit 600 active registered virtual box customers	June 2026	M/MLB
		Construct TPC Headquarters office building at Dodoma Capital city and relocate administrative activities from Dar es Salaam to Dodoma	June 2026	GM/CRM
		Establish Human Capital Management Information System (HCMIS)	June 2026	MHR
		Install and maintain parcel lockers in Tanga (2) and Mbeya (2)	June 2026	GM/BOP
		Develop four (4) project proposals	June 2026	MCP
		Electrification of 10 Postal offices in rural areas.	June 2026	H/REM

5.8.2 Rapid Appraisal

Rapid Appraisal approach draws on evaluation methods and techniques to quickly, yet systematically, collect data and gather information for facilitating the implementation of planned interventions. This plan will conduct rapid appraisal in the next four years from 2022/23 to 2025/26 as indicated in Table 5.4 below:

Table 5.4: Rapid Appraisals

S/N	Rapid Appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsible person
1.	Customer Satisfaction survey	This assessment intends to determine the satisfaction level of TPC customers on services	i. What is the customer perception on the quality of services offered? ii. What is the customer perception on the costs of services offered?	Survey	Oct - Dec. 2022	M/MKT

S/N	Rapid Appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsible person
		offered	iii. What is the customer perception on the reliability of services offered? iv. What is the customer opinion on areas to be improved?			
2.	Staff satisfaction survey	This assessment intends to determine the satisfaction level of TPC staff on working environment and other Human resources related issues	i. What are the staff perceptions on the availability of working tools, equipment, and office accommodation? ii. What are the staff perceptions on the provision of statutory rights? iii. What are the staff perceptions on career development and incentive schemes? iv. What is the staff opinion on areas to be improved?	Survey	July - Sept. 2022	MHR

5.9 Evaluation Plan

An evaluation plan sets out the proposed details of an evaluation - what will be evaluated, how, and when. The evaluation plan should include information about what the evaluation is trying to do (what is to be evaluated, the purposes of the evaluation, key evaluation questions, how it will be done (methodology), timeframe, and the responsible person. These studies intend to provide proof of accomplished interventions and outputs if have driven the accomplishment of the predetermined outcomes as envisioned in the Strategic Plan outputs.

Table 5.5: Evaluation Plan

S/N	Evaluations	Description of the Evaluation	Evaluation questions	Methodology	Time frame	Responsible person
1.	Accessibility to Postal and Government Services	This evaluation intends to assess the coverage, accessibility, and quality of Postal services	i. What is the coverage of TPC in the provision of postal and government services? ii. What is the average number of Postal and government services users? iii. What is the customers'	Survey	June 2025	M/MKT

		provided by TPC in Tanzania	perception on the quality and cost of services provided?			
2.	Visibility of TPC in e- commerce services provision	This evaluation intends to determine the accessibility, reliability, and quality of TPC e-commerce services	i. What is the capacity and coverage of TPC in the provision of e-commerce services? ii. What is the average number of individuals/ businesses accessing e-commerce services provided by TPC? iii. What is the customers' perception on the quality and cost of services provided? iv. How convenient is the platform and payment models? v. How convenient is the chain of delivery of purchased items?	Survey	June 2026	M/EB
3.	TPC coverage for Last-mile delivery services	This evaluation intends to determine the percentage level of customer items delivered at door steps	i. What is the capacity and coverage of TPC in the provision of last-mile delivery? ii. What is the average number of individuals/ businesses accessing TPC last-mile delivery services? iii. What is the customers' perception on quality and cost of services provided? iv. How convenient is the digital map system?	Survey	June 2026	M/MLB
4.	Accessibility to virtual mail box services	This evaluation aims to assess accessibility, reliability and quality of virtual mail box services provided by TPC	i. What is total number of active registered virtual box customers? ii. What is the customers' perception on quality and cost of services provided? iii. What is the percentage of revenue to TPC total revenue? iv. How convenient is the platform?	Survey	June 2025	M/MLB

5.10 Reporting Plan

Monitoring and evaluation (M&E) aim to provide information to decision-makers and external stakeholders, to let them know what is happening and why and provide further highlights on major accomplishments and constraints. Regular reporting at all levels is necessary for follow-up and necessary remedial actions. In this regard, both internal and external reports will be generated and communicated to respective parts in the course of the strategic plan execution. Reporting plan is presented in Table 5.6 and Table 5.7 below.

Table 5.6: Internal Reporting

The internal reporting plan comprises reports that are usually generated and communicated internally. The Reporting Plan is detailed in Table below;

S/N	Report Type	Recipient	Frequency	Responsible person
1.	Internal Audit Report	Postmaster General	Quarterly	H/IA&I
2.	Performance Appraisal	Postmaster General	Semi-annually	MHR
3.	Risk Management Report	Postmaster General	Quarterly	H/PSI
4.	Monitoring and Evaluation Report	Postmaster General	Quarterly	MCP
5.	Integrity Report	Postmaster General	Quarterly	MHR
6.	Anti-corruption Report	Postmaster General	Quarterly	MHR
7.	HIV/AIDS and NCD	Postmaster General	Quarterly	MHR
8.	TPC statistics report	Postmaster General	Monthly	H/PSI
9.	Central Joint Industrial Committee Reports	Postmaster General	Quarterly	MHR
10.	Disciplinary Hearing Committee Reports	Postmaster General	On request	MHR
11.	Performance contract evaluation report (PMG and TPC Board of Directors)	Board of Directors	Quarterly	MCP
12.	Progressive Performance Reports	Board of Directors	Quarterly/ Annually	MCP
13.	Audit reports	Board of Directors	Quarterly/ Annually	H/IA&I

Table 5.7: External Reporting Plan

The external reporting plan comprises reports that are generated and communicated for external entities' consumption. The Reporting Plan is detailed in Table below;

S/N	Report Type	Recipient	Frequency	Responsible person
1.	Progressive Performance Report	Permanent Secretary – MICIT & Treasury Registrar	Quarterly/ Annually	MCP
2.	Procurement Reports	PPRA	Quarterly	H/PMU
3.	Project Progress/ final Reports	On Request	On Request	MCP
4.	Budget Implementation Reports	Treasury Registrar	Quarterly/ Annually	MCP
5.	Annual Economic Review	Permanent Secretary – MICIT	Annually	MCP
6.	Postal Statistical Data	TCRA	Quarterly	H/PSI
7.	Postal Statistical Data	NBS	Monthly	H/PSI
8.	Postal Statistical Data	Universal Postal Union	Annually	H/PSI
9.	Integrity reports	Quarterly	Chief Secretary	MHR

S/N	Report Type	Recipient	Frequency	Responsible person
10.	Financial report	Annually	CAG	MCFA
11.	Performance contract evaluation report (Between TPC and Treasury Registrar)	Annually	Treasury Registrar	MCP
12.	Performance contract evaluation report (Between TPC and MICIT)	Annually	Permanent Secretary - MICIT	MCP

Annex I: Performance Review of the 7th Strategic Business Plan (2019/20-2023/24)

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
OBJECTIVE A: HIV/AIDS Infection and non-communicable diseases Reduced and Supportive Services Improved				
1.1.1 Twenty (20) HIV/AIDS and NCD's awareness sessions/programmes conducted by June 2024.	Number of sessions/programmes conducted	No HIV/AIDS and NDC awareness program have been conducted	Guiding policy not in place	Prepare a guiding policy
1.1.2 Ten (10) TPC HIV/AIDS and NCD's Committee meetings conducted by June 2024.	Number of meetings conducted.	Six (6) HIV/AIDS committee meeting has been conducted all over Postal Offices		Prepare and implement Strategy of identifying staff for support
OBJECTIVE B: Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained				
2.1.1 Anti-corruption strategy at work place developed by 2020	Anti-corruption Strategy in place	Anti-corruption Strategy has been prepared		Renew of the Anti-corruption Strategy
2.1.2 Anti-corruption strategy at work place implemented by June 2024	Percentage change in corruption complains at work place	<ul style="list-style-type: none"> • Printing and distribution of anti-corruption flyers to TPC Offices has been implemented • Six Ethical committees have been conducted 		Continue to advocate and preparing training regarding Anti-corruption Strategy.
Objective C: Service delivery, Security in Postal services, transparency and accountability to the Public enhanced				
3.1.1 ISO 9001:2015 Quality management certificate attained by March 2020	ISO certificate award	<ul style="list-style-type: none"> • Awareness on ISO QMS to Management. Operational and support staff conducted • Training on ISO Quality Management System requirements • Training on required documents • Required documents prepared 	<ul style="list-style-type: none"> • Reference documents were not in place • Delay in awarding consultancy contract for ISO implementation • Delay on signing of addendum for extension of contract 	<ul style="list-style-type: none"> • Conduct internal audit training • Implement ISO QMS to the selected Regional Post Offices • Apply for ISO Certification
3.1.2 UPU quality management Certificate obtained by September 2020	Silver certificate award	Applied for certification by filling application and verification questionnaires	• No physical verification conducted due to COVID 19	• Postponed to await UPU reannouncement
3.1.3 Inbound mail delivery of J+I at 80% attained by June 2020	GMS reports	Attained 67% at J+1	• Delay in mail processing and circulation	• Review mail processing and circulation

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
3.1.4 Pay for performance targets archived by June 2024	Integrated Quality Reporting System (IQRS) reports	<ul style="list-style-type: none"> • Delivery performance 87.3 % against 95% • Transmission performance 79.8% against 98% • Inbound scanning 100% against 98% • Customer response 57.9% against 95% 	<ul style="list-style-type: none"> • Inadequate delivery facilities • Network Down time 	<ul style="list-style-type: none"> • Procure additional delivery facilities • Increase Bandwidth
3.1.5 Parcel bonus targets achieved by June 2024	Integrated Quality Reporting System (IQRS) reports	<ul style="list-style-type: none"> • Delivery performance 63.5 % against 80% • Ratio of parcels dispatched at DAR OE over parcels received at destination OEs 98% against 80% • Ratio of Parcels received at DAR OE over parcels dispatched at origin OEs 100.5 % against 60% • Ratio of parcels sent to customs over parcels held or returned by customs 100% against 80%. • Ratio of response of dispatches received at DAR OE over pre-advised dispatches sent by origin OEs 92.7% against 80% • Ratio of parcels arrived at delivery office over attempted delivery or delivered 76.7% against 90% • Response to inquiries 	<ul style="list-style-type: none"> • Customers are manually notified. • No interface between IPS and PMIS 	<ul style="list-style-type: none"> • Develop SMS module in PMIS for notification to customers • Interface IPS and PMIS

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
		94.3% against 90% • Scanned events transmitted within 24hrs 93.1% against 100%		
3.1.6 Additional Registered remuneration program targets achieved by 2024	Integrated Quality Reporting System (IQRS) reports	• Delivery performance 72.7% against 80% • 56% of received events at DAR OE transmit within 24 hrs, the achievement is 99% against 100% • 56% of attempt delivery and final delivery events transmitted within 48hrs, the achievement is 100%	• Customers are manually notified. • No interface between IPS and PMIS	• Develop SMS module in PMIS for notification to customers • Interface IPS and PMIS
3.2.1 Ensure presence of adequate security infrastructure and systems that are capable of detecting and capturing possible threats during operations	Detective devices	• Installed 9 Screening machines • Installed CCTV cameras in 18 offices • Installed 4 scanner	• Prolonged process of acquisition • Inadequate cash flow	• Procure additional 6 screening machines (Singida, Morogoro, Mbeya, Kagera, Tanga & Kigoma). • Procure additional CCTV for 16 regional offices and 11 for bureau de change offices
3.3.1 Collaborate with stakeholders in dealing with security information gathered through interoperability within global postal network 3.3.2 Put in place legal mechanism to facilitate development of the Corporation	• Common agreement between TPC and other stakeholders • Reviewed Act/ Regulations/ Contracts/ Legal cases	• Collaborate with: Tanzania Police, Airport security, PCCB. • Participating in review of Act and Regulations • Contracts with stakeholders renewed • Attending legal cases		• Strengthen collaboration with stakeholders
3.4.1 Inclusion of safety and security agenda in creating awareness on postal services.	Awareness strategy	• Awareness programmes on money laundering conducted. • Awareness programmes of safety and security for postal operators	• Emerging of new technology/form/means of online theft in postal services	• Conduct awareness on other security issues.
3.5.1 Internal and external audit to 21 postal regions and HQ units	Internal and external audit reports	Audit conducted in 21 Postal Regions and HQ	Repetition of audit queries	• Ongoing

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
conducted by June 2024		Departments and units.		
OBJECTIVE D: Targeted Marketing, Business growth and profitability improved.				
4.1.1 Volume of mail delivery increased by 10% by June 2024	Percentage increase in mail delivery	Achieved by 46%	<ul style="list-style-type: none"> •Inadequate mail fleet •Delay in mail processing and circulation •Bureaucratic procedures •Down time network •Inadequate marketing campaign •Inadequate working equipment/tools •Impact of technological advancement. 	<ul style="list-style-type: none"> •Procure more Motor Vehicle/Cycles and use of air transportation to speed up the transportation & delivery. •To have redundant link •Review mail processing and circulation •Strengthen track and trace system •Invest in advertisement •Invest in procuring working equipment/tools. •Add value in mails products.
4.1.2 Revenue from mails business increased by 10% annually by June 2024	Percentage increase of mails revenue	Achieved by 63%		
4.1.3 Volumes of EMS delivery increased by 15% by June 2024	Percentage increase in EMS delivery	Achieved by 65%		
4.1.4 Revenue from EMS business increased by 15% annually by June 2024	Percentage increase of EMS revenue	Achieved by 74%		
4.2.1 Financial Services revenues increased by 17% annually by June 2024.	Percentage increase of transaction	Achieved by 36%	<ul style="list-style-type: none"> •Inadequate working capital •Obsolete working tools •Downtime network •Insufficient training to staff •Inadequate marketing campaign 	<ul style="list-style-type: none"> •Increase working capital in Money Gram and Mobile money transfer, etc. Invest in modern ICT tools. •To have redundant link •Capacity building •Invest in advertisement strengthen relationship with financial institutions and provide awareness
4.2.2 Number of agency partners increased to 20 by June 2024.	Number of Agency partners.	11 agency partners		
4.3.1 Revenue from E-business services increased by 15% annually by June 2024.	Percentage increase of Revenue	Achieved by 38%	<ul style="list-style-type: none"> •Inadequate financial resources •Shortage of staff 	<ul style="list-style-type: none"> •Employ staff with e commerce expertise •Allocate adequate budget for e commerce •Establish more internet café /community Centre in rural area •Enhance supervision in operational activities.
4.3.2 E-commerce and utilization of Postal Network for last mile	Number of delivered items	151 items delivered through online shops		
			•Delay in delivery	•Ensure all registered seller have the products on their shop

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
delivery of commercial items enhanced			•	<ul style="list-style-type: none"> Enhance communications between all stake holders (sellers/logistics section/operators/customer) To have dedicated delivery officers
4.4.1 Marketing strategy implemented by June 2024.	Percentage of deliverables	40%	Inadequate funds to support marketing activities	Allocate sufficient funds
4.4.2 Business opportunities in year 1-5 identified and tapped	Revenue realized	(virtual box revenue)	Inadequate funds to support marketing activities	Allocate sufficient funds
4.4.3 Customer retention initiatives identified and implemented	Customer satisfaction reports	1 Customer satisfactory Survey done (1 report)	none	On going
4.5.1 Cost Accounting Model Developed and Implemented by June 2021	Costing Accounting model in place	Not yet in place	Business Process not standardized	Cost Accounting Model Developed and Implemented by June 2024
OBJECTIVE E: Investment in ICT and Operational Equipment strengthened				
5.1.1 TPC ICT policy reviewed by June 2020	Policy in place	Policy reviewed		
5.1.2 Effective implementation of ICT policy enhanced by June 2024	ICT Committee reports	ICT Steering Committee has been established according to e-Government ACT of 2019	<ul style="list-style-type: none"> Inadequate awareness on ICT matters among ICT Steering Committee members 	<ul style="list-style-type: none"> Conduct Training to ICT steering committee on how to govern the institution on ICT project
5.2.1 Automation of all TPC operations enhanced by June 2024.	Number of services provided through ICT systems.	65% of TPC operations/services automated	<ul style="list-style-type: none"> There some anomalies in the system Inadequate training to staff on the use of systems Inadequate Working tools Inadequate ICT expertise Insufficient fund for automation project 	<ul style="list-style-type: none"> Acquire competent ICT Expertise Allocate enough budget for automation project Procure modern working tools Training must be conducted regularly
5.2.2 Level of ICT usage	ICT systems and	85 % of usage of ICT	<ul style="list-style-type: none"> Break down of Network 	<ul style="list-style-type: none"> Proper training to be conducted

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
strengthened and improved by June 2024	applications functional	system	<ul style="list-style-type: none"> • Low awareness on usage of ICT systems 	on how on ICT systems usage <ul style="list-style-type: none"> • Prepare the end user upcoming change on how to use the system • Ensure the redundancy link is available
5.3.1 Working tools, equipment and facilities procured, installed and maintained by June 2024	Number of Equipment in place.	<ul style="list-style-type: none"> • Motor vehicles (18) • Motor cycles (70) • Computers (259) • Hand scanners (60) • Printers (257) • Zebra Printers (4) • Posta POS (150) • EFD printers (9) • Note Counting machines (9) • Mailbags (0) • Date stamps (0) • Seals (400000) • Locks (Private box) (5000) 	<ul style="list-style-type: none"> • Failure to get a qualified internal supplier of mail bags. • Insufficient funds to meet required working tools and equipment 	<ul style="list-style-type: none"> • Consider international procurement for mail bags. • Procure Safes and Date stamps. • Additional procurement of motor vehicle, motor cycles, hand scanner, computers, Posta POS, Note counting machines, Seals and Locks
OBJECTIVE F: Business in postal services and products enhanced.				
6.1.1 Additional product items established and resources mobilised by June 2020	<ul style="list-style-type: none"> • New products introduced • Operational Manuals 	N/A		
6.2.1 Additional product items established and resources mobilised by June 2020	New products introduced	N/A		
6.3.1 Amalgamation of the Company with TPC completed by December 201	• Amalgamated	• Implemented 100%		
6.3.2 Availability of 6 knowledgeable Personnel by June 2020	Number of skilled staff	N/A		
6.4.1 Prepare a Business Plan for posta digital by June 2020	Business Plan Document	N/A		
6.4.3 Align the Posta digital	Operational Manuals	Implemented 100%		

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
business and E- Business Department to achieve its full capacity by June 2024				
6.5.1 Construction of new buildings and Renovation by June 2024	Number of Buildings Constructed	11	Insufficient funds to undertake construction/ renovation Absence of clear Real Estate Policy and Manual	Allocation of sufficient funds for construction/renovation. Implementation of New Real Estate Policy & Manuals.
6.5.2 Acquisition of Land Title of occupancy Rights /Title Deeds by June 2021	Title Deeds Certificates obtained	14	Bureaucratic procedures to obtain title deeds Insufficient fund for follow-up and processing title deeds	Often follow-up Allocation of funds to facilitate title deeds follow-ups
6.5.3 Separation of jointly owned plots by TPC and TTCL by June 2021.	Separated plots	None	Approval procedures by relevant authorities	Often follow-up to relevant authorities
6.5.4 Development of unutilized Postal plots by June 2024.	Number of projects implemented	None	Insufficient funds Lack of Real Estate policy & Manual procedures	Allocation of sufficient funds to implement projects Implementation of Real Estate Policy & Manual procedures in engaging PPP
6.5.5 Revenue and Profitability from real estate business increased by 6% annually by June 2024	Percentage increase in Revenue		<ul style="list-style-type: none"> •Dilapidated Buildings which don't attract tenants •Unrealistic rental fee 	<ul style="list-style-type: none"> •Rehabilitate Postal buildings •Review rental fees
6.6.1 Expansion of Bureau de Change branches to 61 in strategic areas by June 2022	Number of branches	25 offices opened	Insufficient capital	Allocate funds for working capital injection
6.6.2 Injecting working Capital to boost the business	Capital injected	None	No fund/capital injected	
6.6.3 Increase awareness to the public on bureau de change services	Number of customers increased		Insufficient fund to conduct awareness	Allocate funds for conducting awareness
OBJECTIVE G: Institutional Management and Capacity to deliver Quality Services improved				

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
7.1.1 Organization structure approval from higher Authorities obtained by June 2020	Organization structure in place	Organization structure awaiting PIC Approval		Implement the Approved Organization structure
7.1.2 New Directorates established and operationalized by June 2021	Number of recruited employees	NA		Appointing authority will fill the available Posts as Per approved Structure.
7.2.1 Human Resource Plan developed and implemented by June 2024	HR Plan in place	No HR Plan Developed		Conduct Job analysis and developing of HRP.
7.2.2 Training Program developed and implemented by June 2024	Number of staff trained	445 TPC Staff have been trained i.e both soft and hard skills course	<ul style="list-style-type: none"> •Insufficient fund, •limited numbers of gatherings brought about by spread of COVID 19 pandemic 	Prepare Training Plan and facilitate implementation of Training schedule
7.2.3 Computerized and Administrative Human Resource database updated and functional by June 2024	HR database in place and functional	A computerized system has been established which has automated three HR functions: <ol style="list-style-type: none"> 1. Leave Management 2. Payroll 3. Performance Management 		Continue to Upgrade the Systems and Migrate to Human Capital Management Information System (HCMIS)
7.2.4 Staff welfare schemes reviewed and implemented by June 2024	HR Quarterly reports			
7.3.1 Job descriptions aligned to individual performance by June 2020	Job descriptions in place	Individual performance evaluated through KPI systems every mid-year review	The KPI system needs some improvement	Accomplish the KPI system to assess all staffs.
7.3.2 Individual performance assessment reviewed by June 2020	Mid-year performance review		Assessment of performance done by vote instead of using systems and marks	Usage of system to individual evaluate performance
7.4.1 Effective participation in domestic, regional and international forums, workshops, seminars and meeting enhanced by June 2024.	Number of meetings participated			

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
7.4.2 Postal consultancy mission from Regional and International Organisations coordinated by June 2024	Number of studies conducted	<ul style="list-style-type: none"> • 21 Postal consultancy mission/training concern CDS/IPS conducted in different countries. • Commission of Tshs 112,286,093.85 Obtained. 		
7.4.3 Domestic, regional and international opportunities for country social-economic development employed by June 2024.	Number of opportunities grasped.	<ul style="list-style-type: none"> • Free import and export of mails world wide • International Bureau benefits (IB) <ul style="list-style-type: none"> ➢ Technology (IFS, IPS, CDS) ➢ International business on remuneration and terminal dues ➢ Quality of services projects • Multilateral Agreement among UPU member through UPU platform • Payment platform – UPU system clearing. 		
7.5.1 ERM Framework and register (risk log) established by 2024	Risk logs/ERM in place	ERM framework Reviewed	no budget to implement risk mitigation actions	ERM Framework monitored, evaluated and reviewed
7.5.2 ERM Framework monitored, evaluated and reviewed	Reviewed reports	Risk mitigation actions identified and documented		
7.6.1 Non-core functions outsourced and contract managed by June 2024	Number of Contracts engaged	66 security contracts entered 66 cleaning services entered	Delay in payments Non-security compliance to some offices	On going Monitor compliance
Objective H: Mobilization of financial Resource for Investment in Postal Services enhanced				
8.1.1 Reconciliation of Debts claims between parties by June	Acceptable Reconciliation Debt	Reconciliation of debt done		

Targets	Indicator	Performance (2019/20 - 2020/21)	Limitations	Way Forward
2020.	Documents			
8.2.1 Collaboration between Government and Strategic Investors to facilitate access to Postal Services by June 2024.	Number of projects Implemented through Collaboration	<ul style="list-style-type: none"> • QSF projects <ul style="list-style-type: none"> ➢ Six light duty trucks ➢ Upgrade of IPS from version 2017 to 2019 	COVID 19 cause delay of project (upgrade IPS)	
8.3.1 Written demands for DE-specification communicated to appropriate official by September 2019	Acceptable written demand	Communication concern de-specification done	na	
8.3.1 DE-specification of TPC from TRO secured by June 2020	Specification status	De-specification secured	na	
8.4.1 Acquisition of loans from financial institutions by December 2020	Amount of Loan secured	No loans acquired	Unclean balance sheet of TPC	
8.4.2 Financial and other support secured from Development Partners by June 2024	Amount of loans secured	No loans acquired	Unclean balance sheet of TPC	

Annex II. Implementation & Monitoring Matrix

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

A Planning Matrix for HIV/AIDS Infections and non-communicable diseases Reduced and Supportive Services Improved

Strategy	Targets	Performance Indicators	Baseline/ Benchmark	Indicator Targets Value					Responsible Parties
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Strengthen programs and mechanisms to fight HIV/AIDS	HIV/AIDS and Non-Communicable Diseases at workplace programmes developed and implemented by June 2026;	Percentage of staffs voluntarily tested on HIV/AIDS and NCD;	0%	5%	10%	13%	14%	15%	MHR

and Non-Communicable Diseases at the workplace.		Awareness/testing campaigns programs conducted	na	6	8	10	15	15	MHR
		Percentage of staff disclosing their HIV/AIDS health status	0	1%	2%	4%	5%	5%	MHR
	Program to support staff living with HIV/AIDS and Non-Communicable diseases implemented by June 2026;	Number of Staff living with HIV/AIDS supported	0	7	15	20	25	25	MHR
		Number of Committee meetings conducted	0	4	4	4	4	4	MHR

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

Planning Matrix for Effective Implementation of National Anti-Corruption Strategy

Strategy	Targets	Performance Indicators	Baseline/Benchmark	Indicator Targets Value					Responsible Parties
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Strengthen Anti-corruption initiatives.	Anti-corruption strategy mainstreamed and implemented	Number of corruption incidences reported	0	0	0	0	0	0	M/HR
		Training programmes on anti-corruption conducted	0	4	4	4	4	4	M/HR

		Corruption likelihood index as per PPRA	-	5%	2%	0%	0%	0%	M/HR
	Ethical committee meetings conducted by June 2024	Number of ethical committee meetings	0	4	4	4	4	4	M/HR

OBJECTIVE C: Service delivery, accountability and security in postal services enhanced.

Planning Matrix for Enhancement of Service delivery, security in postal services, and accountability to the Public

Strategy	Targets	Performance Indicators	Benchmark	Indicator Targets Value					Responsible Parties
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Establish Quality Management System	ISO 9001:2015 accreditation attained by June 2023	ISO 9001:2015 QMS award certification	na	50%	100%	100%	100%	100%	H/PSI
	UPU QMS certification attained by June 2026	UPU QMS certificate attained	na	na	na	Certification	Certification	Certification	H/PSI
Enhance Customer Services Excellence	Customer Services Excellence and brand ambassadors programme	Number of Customer Complaints resolved timely	56%	85%	95%	95%	95%	95%	M/MKT
		Average time in serving customers	12 min	8 min	6 min	4 min	4 min	4 min	M/MKT

	conducted by June 2026	Customer perception score	55%	80%	82%	85%	90%	90%	M/MKT
		Customer effort score	4	3	2= low effort	2	2	2	M/MKT
		Number of training programs on customer services	2	4	4	4	4	4	M/MHR
		Customer Retention Score	52%	80%	85%	90%	90%	95%	M/MKT
		Customer Satisfaction score	Conduct survey	Baseline	Baseline +5%	Baseline +7%	Baseline +10%	Baseline +15%	M/MKT
		% Decline in Customer complaints		400	2%	3%	3%	2%	H/PSI
		Review Customer Service Charter			1				
Improve delivery standards	Ordinary Inbound mail delivery standards attained by June 2026	J+1 at 80%	37%	67%	70%	75%	80%	80%	H/PSI
	EMS Pay for performance targets set by EMS Cooperative achieved by June 2026	On-time end-to-end delivery performance (95%)	82%	87.3%	90%	95%	95%	95%	H/PSI
		On-time transmission (98%)		79.8%	85%	90%	98%	98%	H/PSI
		Provision of delivery information (95%)	80%	80%	85%	90%	95%	95%	H/PSI
	Parcel performance targets set by UPU achieved by June 2026	On-time delivery performance (80%)	65.4%	63.5%	70%	75%	80%	80%	H/PSI
		The ratio of parcels received at Dar OE over parcels dispatched at origins OEs (60%)	85%	90%	90%	90%	90%	90%	H/PSI
		The ratio of parcels arrived at the delivery office over attempted delivery or delivered parcels (90%)	70%	76.7%	80%	85%	90%	90%	H/PSI

	Registered and insured items target set are achieved by 2026	On-time delivery performance (80%)	60%	72.7%	75%	80%	80%	80%	H/PSI
		56% of received events at Dar OE transmitted within 24 hours after scanning the item	48%	100%	100%	100%	100%	100%	H/PSI
		56% of attempt delivery and final delivery events transmitted within 48 hours after scanning the item	54%	100%	100%	100%	100%	100%	H/PSI
Strengthen safety and security in postal services	Ensure presence of adequate security infrastructure and systems by June 2026	Number of Departmental Post offices installed with CCTV Camera	12	12	50	90	130	150	H/I&S
		Number of reported staff-related theft incidence.		20	18	16	14	12	H/I&S
		Number of training programs conducted on safety security agenda per region	0	1	1	1	1	1	MHR
		Baggage Scanners (Screening Machines) installed	0	5	8	13	20	28	H/I&S
Strengthen administrative functions	Legal services to facilitate the development of TPC, provided by June 2026	Days spent to vet and sign commercial contracts.	5 Days	4 Days	3 Days	3 Days	3 Days	3 Days	CS
		Percentage of cases won.	70%	80%	83%	90%	90%	90%	CS
		Management meetings conducted	12	12	12	12	12	12	CS
		Percentage of cases resolved before full trial.	2%	10%	20%	40%	60%	60%	CS
		Number of Board meetings conducted	4	4	4	4	4	4	CS
		Overall rating of Board assessment	-	75%	85%	85%	85%	85%	CS

	Contract Management System upgraded and deployed by June 2026	Contract management system (CMS) in place	na	Deployment of CMS	Upgrade of CMS	Upgrade of CMS	Upgrade of CMS	Upgrade CMS	M/CIS
Improve transparency and accountability	Internal and external audit to 21 postal regions and HQ conducted by June 2026	Number of regions, HQ Departments and Units audited	22	35	35	35	41	41	H/IA&I
		Number of non-compliance incidences	56	32	30	28	26	20	H/IA&I
		Automated Auditing systems in place (ACL and TEAMMATE)	na	-	-	1	2	2	H/IA&I
		% of audit findings resolved by the deadline	60%	65%	70%	75%	85%	90%	MCFA
	Financial and audit reports submitted to CAG timely and Unqualified Audit Opinion achieved	Financial statements submitted to CAG timely	Compliance rate	30 th September	30 th September	30 th September	30 th September	30 th September	MCFA
		Audit opinion	Unqualified Audit Opinion	Unqualified Audit Opinion for 2020/21FY	Unqualified Audit Opinion for 2021/22FY	Unqualified Audit Opinion for 2022/23FY	Unqualified Audit Opinion	Unqualified Audit Opinion	MCFA
Improve Accessibility of Government Services through the postal network	Establish and operationalize 31 one stop services centers (Huduma Pamoja) by June 2025	Number of established Huduma Pamoja Centres	0	2	10	17	4	-	M/UPU-RTC
		Number of foundational Government services offered	0	8	8	16	32	-	M/UPU-RTC
	Six (6) new postal regions (Katavi, Manyara, Songwe, Njombe, Bariadi(Simiyu) and Pwani) and One (1) postal service centre at Mtumba - Dodoma established by June	Number of new postal regions established	0	0	6	-	-	-	GM/CRM
		Postal services centre at Mtumba.	0	0	0	1	-	-	GM/BO P

	2023								
Provide last-mile delivery for parcels through NAPS infrastructure	50% of Domestic parcels delivered at customer's doorstep by June 2026	% of domestic parcels delivered at the customer's doorstep	0	0	20%	25%	30%	40%	M/MLB
	90% of Domestic EMS parcels delivered at customers' doorstep by June 2026	% of EMS parcels delivered at the customer's doorstep	60%	70%	75%	80%	85%	90%	M/EMS

OBJECTIVE D: Business Growth and Profitability improved.

A Planning Matrix for Business Growth and profitability

Strategy	Targets	Performance Indicators	Baseline	Indicator Targets Value					Responsible Parties
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Enhance pickup and Delivery	The volume of Ordinary mails increased by 2% by June 2026	Annual volume of letter mails dispatched	4,342,360	4,429,207	4,517,791	4,608,147	4,700,310	4,794,316	M/MLB

	The volume of Parcel and small packets increased by 5% by June 2026	Annual volume of small packets	223,462	234,635	246,367	258,685	271,619	285,200	M/MLB
		Annual volume of ordinary parcels	7,603	7,983	8,382	8,801	9,241	9,704	M/MLB
	Volumes of EMS delivery increased by 12% by June 2026	Annual volume of EMS Items	461,773	517,186	579,248	648,758	726,609	813,802	M/EMS
	Expansion of pCUM Services in cities and all other postal regions by June 2026	Annual volume of pCUM items handled (12%)	34,810	38,987	43,666	48,906	54,774	61,347	M/EMS
		Number of postal regions with pCum services	6	6	12	16	19	21	M/EMS
	Parcel Lockers (e-Lockers) installed and maintained in 6 cities and Zanzibar (4 at Dar es salaam, and 2 at each other areas) by June 2026	Cities installed with parcel lockers	na	na	na.	DSM, Dodoma and Zanzibar	Arusha and Mwanza	Tanga and Mbeya	GM/BO P
Increase Revenue	Revenue worth Tzs 52,473,186,000 from Mail & Logistics Services generated	TSH'000'	8,983,625	10,870,000	12,174,400	12,783,120	13,422,276	14,093,390	M/MLB
	Revenue worth Tzs 113,727,861,000 from EMS Courier Services generated by 2026	TSH'000'	16,367,728	19,805,000	22,775,750	26,192,113	30,120,929	34,639,069	M/EMS
	Revenue worth Tzs 5,998,493,000 from Financial & Agency Services generated	TSH'000'	971,201	1,175,000	1,292,500	1,421,750	1,563,925	1,720,318	M/FAS

	2026								
	Revenue worth Tzs 15,744,128,000 from Real Estate Business generated by 2026	TSH'000'	2,548,858	3,084,000	3,392,400	3,731,640	4,104,804	4,515,284	H/REM
	Revenue of Tzs 2,273,983,000 from E-Business generated by June 2026	TSH'000'	327,268	396,000	455,400	523,710	602,267	692,606	M/EB
	Revenue worth Tzs 3,029,877,000 from Bureau De Change Services generated by 2026.	TSH'000'	490,536	593,500	652,850	718,135	789,949	868,943	M/PBD C
	Revenue worth Tzs 194,047,527,000 generated by June 2026	Revenue target achieved as per Strategic Plan	29,696,948	35,933,500	40,943,300	45,570,468	50,804,149	56,729,610	PMG
	Annual gross profit worth Tzs. 3,029,269,206 generated by June 2026	Annual gross profit achieved	As per Annual Plan						PMG
Strengthen financial services.	The number of agency partners increased to 20 by June 2024.	Number of new agency partners	—	11	3	2	2	2	M/FAS
	Posta Insurance business established by June 2026;	Posta Insurance business established	na	na	na	Business case	Establishment	Operational	M/FAS

Deployment of Costs Accounting Model	Cost Accounting Model Developed and Implemented by June 2023	Cost accounting model developed	na	na	na	Implement	na		MCFA
		USO cost established	na	na	na	Establish costs	Review		
Conduct Targeted marketing & brand positioning	Prepare and implement marketing strategy annually	Approved annual marketing strategy in place	1	1	1	1	1	1	M/MKT
Retain and grow its customer base.	Grow customer base of key/major customers by 10% by June 2026	Number of corporate/major customers secured	42	48	53	58	64	70	M/MKT
		Number of government institutions using postal services(cumulative)	-	108	130	156	187	224	M/MKT
	TPC market share in courier services increased by 14% and corporate Brand awareness improved by June 2026	Number of marketing campaign programs conducted	4	4	6	6	6	6	M/MKT
		TPC Courier market share as per TCRA	-	baseline	+2%	+2%	+5%	+5%	M/MKT
		Trade shows and exhibitions participated	4	5	5	5	5	5	M/MKT
		Number of Postal products Developed	0	2	1	-	1		M/MKT
Product / Business Diversification	Logistics hub at Dodoma (central corridor) established to leverage SGR Project by June 2024	Logistic Hub established	na	na	Approved Business case	Establishment			GM/BO P

Establishment of Posta Freight Forwarding	Revenue of Tzs 305,000,000 from Posta Freight Forwarding business generated by June 2026	Agency Commission generated	na	Establish	35M	60M	90M	120M	M/MLB
		Number of consignments/BL	na	na	15	30	45	50	M/MLB
Commercialization of Real Estate Properties and	Real Estate Management System upgraded and deployed by June 2023.	REM system deployed	na	Luch of REM system	Upgrade	Upgrade	Upgrade		MCIS
Engage in Public-Private-Partnerships to leverage asset base	Rehabilitation of TPC buildings and Rebranding of postal offices by June 2026.	Number of new offices renovated and rebranded		21	6	35	35	36	H/REM
	Electrification of 30 Postal offices in Rural areas by June 2026.	Number of offices in rural areas electrified	na	na	na	10	10	10	H/REM
	Real estate portfolio and space optimization to drive profitability coordinated by June 2026.	Rights of Occupancy acquired		7	7	6	-	-	H/REM
		Number of Separated TPC and TTCL jointly owned plots	0	Approvals, Resurveying & preparation of Deed Plans	Acquisition of Title Deeds - 48	-	-	-	H/REM
		Number of plots developed /projects implemented in PPP	0	0	3	3	3	3	H/REM
Investing in Postal Bureau de	Expansion of Bureau de Change branches to 35 in	Number of new Bureau De Change established	25	26	+3	+3	+3		M/PBDC

Change business	strategic areas by June 2025								
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OBJECTIVE E: Digitization of Postal services & business processes Enhanced.

A Planning Matrix for enhancement of Digitization of Postal Services & business processes.

Strategy	Targets	Performance Indicators	Baseline/ Benchmark	Indicator Targets Value					Responsible Parties
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Upgrade System Integration and Business Process Automation Strengthen Cyber Security	ICT guiding documents (ICT Strategy, Security Policy, Recovery Plan, Cyber Security Policy) developed, reviewed and implemented by June 2026	% of compliance to TPC ICT policy	na	baseline	90%	95%	95%	95%	MCIS
		% of compliance to ICT services management procedures (ISMP)	na	baseline	90%	95%	95%	95%	MCIS
		% of compliance to ICT Security policy (ISP) policy	na	baseline	90%	95%	95%	95%	MCIS
		ICT Disaster recovery Plan (IDRP) in place	na	Approved plan	Implement		-	-	MCIS
		ICT Strategy in place	na	Approved strategy	30% of implementation	55% of implementation	85% of implementation	100% of implementation	MCIS
	TPC Cyber Security policy developed by June 2023	Cyber Security Policy in place	-	-	Approved policy	-	-	-	MCIS
	TPC E-commerce policy developed and implemented by June 2026	% of compliance to E-Commerce policy	na	baseline	90%	95%	95%	95%	M/EB
Enhance courier and logistics business and	Postal Digital Map system developed and operationalized by June	Postal Digital Map System developed and operationalized	na	Develop PDM	Develop PDM Platform	Deploy PDM	Optimize PDM	Optimize PDM	MCIS

laboratory sample transportation	2026			Platform (20%)	(80%)	Platform (100%)	Platform	Platform	
Strengthen Track & Trace of customer items & Delivery information notification (SMS Notifications)	Track & Trace technologies upgraded and deployed through PMIS by June 2026.	Number of devices for digital delivery	na	50	100	150	200	250	MCIS
Invest in eCommerce and Digital Financial products	Posta Cash e-wallet system developed and deployed by June 2026	Posta Cash e-wallet deployed	na	Approved Business case	Develop and deploy Platform	Optimize the platform	Optimize platform	Optimize platform	M/FAS
	Tanzania e-Commerce platform through ECOM and Digital Tanzania initiatives developed and operationalized by June 2025	Tanzania e-commerce platform in place	na	Feasibility study	Develop and deploy the platform	Optimize the platform	Optimize platform	Optimize platform	M/EB
	eCommerce innovation center (EIC) at Posta House established by June 2025.	E-commerce Innovation center established	na	Rebranding	Operationalize EIC	Operationalize EIC	Optimize EIC	Optimize EIC	M/EB
	Revenue worth Tzs 34,000,000 from Posta Shop(e-shop) generated by June 2026	Revenue generated	500000	1,000 000	2,000,000	5,000,000	12,000,000	15,000,000	M/EB
		Posta e-shop mobile application deployed	na	na	Develop e-shop application	Deploy application	Optimize application	Optimize application	M/EB
	Posta Shop(e-shop) integrated with other partners (ebay,amazon, Alibaba) and other posts online shop by June 2026	Number of integrated partners	0		2	2	3	3	M/EB
Promote e-	Fifteen (15) Community	Number of new CIC	na	na	4	5	6	-	M/EB

learning and e-governance to the marginalized	Information Centers (CIC) in a corporation with DIT in an unprivileged area established by June 2024.	established							
Improve ICT infrastructure	TPC core business operations automated and level of ICT usages strengthened by June 2026.	Number of business modules automated	4	4	5	5	5	5	M/CIS
		Number of new computers procured		250	100	100	50	50	M/CIS
		Number of departmental post offices with LAN upgrade	10	10	50	50	51	-	M/CIS
		Number of hand scanners acquired		150	100	100	100	100	M/CIS
		Training programs on ICT systems	4	4	4	4	4	4	M/CIS
		Number of digital weigh scale procured	120	250	50	50	50	50	M/CIS
		Number of POS procured	na	250	50	50	50	50	M/CIS
Upgrade Posta Management Information System (PMIS) and Posta Kiganjani	Registered virtue box customers increased by 600 annually by June 2026	Active Customer base	428	2390	2,990	3,590	4,190	4,790	M/MLB
		Revenue from virtue box business	6,206,000	34,655,000	43,355,000	52,055,000	60,755,000	69,455,000	M/MLB
Establish E-office services	E-Office system established and operationalized by June 2023	E-office system installed at HQ and regions	na	E-Office deployment at HQ	Optimize	Optimize	Optimize	Optimize	M/HR
		Number of staff trained	120	138	100	100	50	50	M/HR

OBJECTIVE F: Institutional Management and Capacity to deliver quality services improved

A Planning Matrix for Institutional Management and Capacity to deliver quality services

Strategy	Targets	Performance Indicators	Baseline	Indicator Targets Value					Responsible Parties
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Effective Implementation of the Reviewed TPC Organization Structure	TPC proposed org. structure approved and implemented by June 2022.	Approved organization structure in place	na	Waiting for PIC	Approved Reviewed Org. Structure	Implement	Implement	Implement	M/HR
		R&D Section in place	na	na	R&D Section in place	-		-	M/HR
		Postal Logistics Unit established	na	na	Postal Logistics Section	-		-	M/HR
Strengthen administrative functions	TPC Headquarters office building at Dodoma Capital city constructed and administrative activities relocated to Dodoma by June 2026	HQ office constructed	na	na	Approved Drawing s, Technical Specifications & BOQ and	Phase I Constructions	Phase I construction	Phase II construction	H/REM

					Tendering Process				
		Number of Administrative staff relocated to Dodoma	na	na	Na	na	na	130/735	M/HR
Improvement of working environment, staff welfare and Capacity building	Human Resource Plan developed and implemented by June 2024	HR Plan in place	na	Develop Job listing and HRP	Implement HRP	Implement HRP	Implement HRP	Implement HRP	M/HR
	120 Training Program developed and implemented by June 2026	Training programs implemented	11	27	30	30	30	30	M/HR
		Number of staff trained	150/400	186/735	200/735	195/735	175/735	175/735	M/HR
		Average training hours per employee	28/150	28/1920	35/1920	35/1920	35/1920	35/1920	M/HR
		Employee productivity rate	50,893,737	54,421,768	61,224,489	66,666,670	70,748,299	74,829,931	M/HR
	Staff welfare schemes reviewed and implemented by June 2023	Approved Incentive Policy in place	Approval	-	Formulate & Approve Incentive Policy	Implement incentive schemes	Implement incentive schemes	Implement incentive schemes	M/HR
		Approved Scheme of Service	-	Waiting for TR Approval	Approval from PO PSM GG	Implement	Implement	Implement	M/HR
		% of employee retention rate	Conduct survey to establish baseline	70%	70%	80%	85%	90%	M/HR

		% of employee satisfaction level	Survey to establish a baseline		60%	70%	80%	95%	M/HR
		% of Grievances resolved timely		25%	75%	85%	90%	100%	M/HR
Deployment of the Performance management system & HCMIS	Performance-based management system developed, upgraded and operationalized by June 2024	Performance Management module developed and deployed	na	Module Deployed	System Upgrade	Optimize	Optimize	Optimize	MCIS
	Human Capital Management Information System (HCMIS) Established by June 2025	HCMIS in place	na	na	Na	Training for HCMIS	Operationalize		MHR
	Record Management policy developed and implemented	Record Management policy in place	na	Develop & implement	Implement	Review			MHR
Foster International relations, regional and international organizations (UPU, PAPU, EAC, EACO, SADC and SAPOA)	Domestic, regional and international forums, workshops, seminars and meetings participated by June 2025	Number of meetings participated	9	9	20	20	20	20	H/CIPA
	Postal consultancy mission from Regional and International Organizations coordinated by June 2026	Number of new postal consultancy missions coordinated	8	4	4	4	4	4	M/UPU-RTC
Strengthen Visibility of TPC to the Public	Programs for building the reputation of the corporate brand and communication services provided by June 2026.	Number of Corporate Social Responsibilities programs (CSR)	2	4	4	4	4	4	H/CIPA
		Number of publications	4	4	4	4	4	4	H/CIPA

		Number of publicity events	12	12	12	12	12	12	H/CIPA
Develop, implement and monitor ERM Framework	Enterprise Risk Management (ERM) Framework and register (risk log) established, reviewed, and monitored by 2026	ERM framework in place	na	Review ERM	M & E	M & E	M & E	Review ERM	H/PSI
		% of Risks Mitigated	na	-	-	65%	75%	80%	H/PSI
	Disaster Risk Recovery (DRR) plan developed by June 2023	DRR plan in place	na	-	-	Approved DRR	-	-	H/PSI
Implement retooling programs	TPC equipped with modern equipment and working tools through re-tooling programs by June 2026	Number of new Pickup and Delivery Vans procured	6	16	2	8	8	9	MCP
		Number of operational motorcycles acquired		20	16	14	10	14	MCP
		Number of administrative vehicles acquired	0	5	0	3	1	1	MCP
	Annual Strategic Business Plans and Budget prepared and disseminated by June 2026	Approved Annual Plan and Budget in place	1	1	1	1	1	1	MCP
Strengthen Resources mobilization and recapitalization	Prepare and implement Resource Mobilization Strategy by June 2023	Resource mobilization strategy in place	na	-	Approved strategy	Implement	Implement	Implement	MCP
		Percentage of Debts Collected		40%	80%	90%	90%	90%	MCFA
		Percentage of government subvention for USO over the total budget	na	na	0	5%	5%	5%	MCP
		Number of projects secured from	3	1	3	2	2	2	MCP

		development partners							
		Number of project proposals			4	4	4	4	MCP
		Government waiver of Tsh. 26bn Tax obtained	na	na	Granted Waiver	-	-	-	GM/CRM
	Procurement Services provided by June, 2026;	Annual Procurement Plan (APP) in place	1	1	1	1	1	1	H/PMU
		Number of tenders beyond validity period		30	0	0	0	0	H/PMU