**THE UNITED REPUBLIC OF TANZANIA**

**MINISTRY OF TRANSPORT**

**LAND TRANSPORT REGULATORY AUTHORITY**

# STRATEGIC PLAN

# 2020/21 – 2024/25

Revised in Year 2022

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## LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| AFUR | African Forum for Utility Regulators |
| AIDS | Acquired Immunodeficiency Syndrome |
| AU | African Union |
| BRT | Bus Rapid Transit |
| CAG | Comptroller and Auditor General |
| CAP | Chapter |
| CCM | Chama cha Mapinduzi |
| CNG | Compressed Natural Gas |
| CSR | Corporate Social Responsibilities |
| COMESA | Common Market for Eastern and Southern Africa |
| COVID-19 | Corona Virus Disease 2019 |
| EAC | East Africa Community |
| eGA | e-Government Authority |
| ERP | Economic Reform Programme |
| FCC | Fair Competition Commission |
| FCT | Fair Competition Tribunal |
| FY | Financial Year |
| FYDP III | The third National Five Years Development Plan |
| GAMIS | Government Assets Management Information System |
| GCV | Goods Carrying Vehicles |
| GePG | Government Electronic Payment Gateway |
| GovESB | Government Electronic Service Bus |
| HIV | Human Immunodeficiency Virus |
| ICT | Information and Communications Technology |
| IPSAS | International Public Sector Accounting Standards |
| LATRA | Land Transport Regulatory Authority |
| LATRA CCC | LATRA Consumer Consultative Council |
| LGA | Local Government Authority |
| MDAs | Ministries, Departments , and Agencies |
| MoU | Memorandum of Understanding |
| MTEF | Medium Term Expenditure Framework |
| MUSE | Mfumo wa Uhasibu Serikalini |
| NACSAP | National Anti-Corruption Strategy and Action Plan |
| NCD | National Strategy for Non-Communicable Diseases |
| NEP | The National Environmental Policy |
| NTP | The National Transport Policy |
| PESTEL | Political, Economic, Social, Technological, Environmental |
| PCCB | Public Corruption Combating Bureau |
| PLANREP | Planning and Reporting System |
| QMS | Quality Management System |
| RDS | Rural Development Strategy |
| RRASA | Railway Regulators Association of Southern Africa |
| RRIMS | Road and Railway Information Management System |
| SARA | Southern Africa Railways Association |
| SADC | Southern African Development Community |

| | |
|---|---|
| SDGs | Sustainable Development Goals |
| SGR | Standard Gauge Rail |
| STI | Technology and Innovation |
| SUMATRA | Surface and Marine Transport Regulatory Authority |
| SWOC | Strength, weaknesses, opportunities and challenges. |
| TANePS | Tanzanian National e-Procurement System |
| TAMISEMI, | Tawala za Mikoa na Serikali za Mitaa |
| TASAC | Tanzania Shipping Agencies Corporation |
| TAZARA | Tanzania Zambia Railway Authority |
| TBC | Tanzania Broadcast Corporation |
| TCM | Transport, Communication and Meteorology |
| TRC | Tanzania Railways Corporation |
| TTTFP | Tripartite Transport & Transit Facilitation Programme |
| TV | Television |
| TZS | Tanzania Shilling |
| UN | United Nations |
| UDART | Usafiri Dar es salaam Rapid Transit |
| USAID | United States Agency for International Development |
| VTD | Vehicle Tracking Devices |
| VTS | Vehicle Tracking System |

## STATEMENT OF THE BOARD CHAIRMAN

The Land Transport Regulatory Authority (LATRA) is established under Section 4 of the Land Transport Regulatory Authority Act, CAP 413 and it came into operation on 29th April, 2019. The Board of Directors approved the first LATRA's Strategic Plan with the timeframe of 2020/21 to 2024/25. Due to emerging issues, it has become necessary to conduct mid-term review in the third year of implementation of the Plan.

In this revised Plan, we ensured that the strategies for regulating land transport services reflect the national and international policies and goals. The Plan has also incorporated contemporary issues relating to emerging technologies, efficiency, safety, environmental preservation as well as social diversity as provided for in policies related to regulation of land transport.

In appreciation of enormous investments in transport sector that are carried out by the Government of Tanzania, under the leadership of Her Excellency the President of the United Republic of Tanzania; Dr. Samia Suluhu Hassan; the Plan focuses on ensuring effective regulation of land transport services. The Plan also promotes growth of transport sector so as to contribute to the national industrialization agenda and welfare of Tanzania society.

The Vision of the Authority is to have "a country with safe, reliable and eco-friendly land services". This is translated in the Mission "to regulate land transport services through licensing, monitoring and promoting competition for the welfare of Tanzania society". The Plan provides framework for achieving the National Goals and Government commitments. The Plan also seeks to expand the sector's contribution to industrial transformation and human development. However, successful implementation of this Plan depends on political will and Government support. The Board pledges leadership and commitment of resources for effective implementation of this Plan.

Prof. Ahmed Mohamed Ame
**CHAIRMAN**

## STATEMENT OF THE DIRECTOR GENERAL

The Land Transport Regulatory Authority (LATRA) is responsible for regulating road, railway and cable transport services with focus on safety and economic matters in the Mainland Tanzania in order to enhance the welfare of the Tanzanian Society. In implementing this responsibility, it is essential for LATRA to strategically align itself in response to the regulatory dynamic environment so as to ensure that its mandated roles and functions are effectively and efficiently implemented.

This Strategic Plan 2020/21-2024/25 provide roadmap for coordinating stakeholders in the land transport sector and framework from which LATRA's annual plans will be drawn during the period of five years. The financial year 2022/23 marks the mid-term of the Plan; hence calling for a review to accommodate emerging issues. The review was conducted in a participatory approach involving stakeholders at various levels, review of relevant policies, legislations and plans. During the review process, situational and stakeholders' analysis was conducted.

The planning frameworks include the third National Five Year Development Plan (FYDP III; 2021-2026); the CCM Election Manifesto, 2020; the Sustainable Development Goals, 2015 and the relevant regulated sectors policies and legislations under medium term targets. Furthermore, a thorough assessment of LATRA's operating environment including lessons learnt from the progress of implementing the first Strategic Plan (2020/21 – 2024/25) provided inputs in formulating reviewed strategic objectives, strategies, targets and associated outputs.

For effective implementation of LATRA's mandated function, the reviewed plan has identified five strategic objectives that were developed from the strategic issues identified in the situational analysis. The objectives focus on improving safety and preserving environment in land transport, availability of land transport services; addressing National and organizational strategic issues regarding reduction of HIV/AIDS infections and NCDs and improving supportive services; enhancing and sustaining the National Anti-Corruption Strategy; and a need to improve capacity to implement land transport regulation.

The Plan does not only focusing on regulating the sector, but also facilitating its growth. Therefore, commitment of key stakeholders is necessary towards successful achievement of the strategic objectives. Stakeholders from both public sector and private sector are expected to exert maximum efforts in implementing this Plan in order to achieve the national industrialization agenda in the year 2025. LATRA Management guarantees its commitment to mobilize resources and adopting an open-door policy on mobilization ideas to attain success of this Plan.

CPA. Habibu J.S. Suluo
**DIRECTOR GENERA L**

## EXECUTIVE SUMMARY

The Land Transport Regulatory Authority (LATRA) is established under Section 4 of the Land Transport Regulatory Act. CAP 413 to regulate railway, road and cable transport services in Mainland Tanzania effectively from 29th April, 2019. LATRA's first Strategic Plan 2020/21-2024/25 provide roadmap for coordinating stakeholders in the land transport sector and framework from which LATRA's annual plans will be drawn during the period of five years. The financial year 2022/23 marked the mid-term of the Plan; hence calling for a review to accommodate emerging issues. The review was conducted in a participatory by involving stakeholders at various levels and taking onboard review of relevant policies, legislations and plans.

Critical analysis was conducted to enable LATRA come up with relevant revised vision, mission, strategies and targets that match with operational dynamics and technical issues towards implementing its mandated functions. The analysis techniques applied included situational analysis, SWOC and PESTEL which eventually enabled the Authority to identify critical issues and wayward. As such, LATRA identified five (5) strategic objectives and their targets that will enable implementing its mandated functions towards achieving the national objectives and commitments specified in FYDP III, Ruling Party Manifesto, 2020 which among others include industrialization agenda by the year 2025. The objectives covered National and organization strategic issues regarding reducing HIV/AIDS infections and NCDs; increasing efforts on sustaining the National Anti-Corruption Strategy; enhancing availability of land transport services; improving safety and preserving environment in land transport improving capacity to implement land transport regulation.

The plan provides Results Framework showing how the intended outcomes of strategic plan are going to be measured. The framework also indicates benefits that will accrue to its clients and other stakeholders. Moreover, various interventions to be undertaken in the strategic planning cycle are provided in order to facilitate achievement of the strategic objectives. Furthermore, the monitoring framework is provided to show type of evidence-based evaluation studies to be undertaken, how indicators and progress of various interventions will be reported as well as identification of stakeholders to be engaged. Schedules of review meetings, rapid appraisal and monitoring plan are provided to facilitate achievement of the intended strategic goals. Commitment of LATRA Board and Management as well as political will and Government support are critical elements towards achieving the strategic goals with a vision of attaining safe, reliable and ecofriendly land services through licensing, monitoring and promoting competition for the welfare of Tanzanian society.

# CHAPTER ONE
# INTRODUCTION

## 1.0. HISTORICAL BACKGROUND

Tanzania was under a centrally planned economy from 1967 to 1986 whereby decisions on investment, production and distribution of resources, goods and services were centrally controlled. Thereafter, since 1986 the Government of Tanzanian embarked on the market economy policy and led by various legislations whose main objective was to liberalize the economy. The Economic Reform Programme (ERP) initiated in 1986 extended the liberalization initiatives to include widespread price decontrols and removal of import restrictions. The ERP introduced a series of measures designed to establish a market economy based on free trade through gradual introduction of complementary policies that facilitate effective implementation of trade policies.

Following the decision of the Government to liberalize the economy, most of the economic activities are governed by market forces whereby prices of goods and services are determined by demand and supply principles in order to promote competition. The deregulation movement and initiative to engage private sector in delivery of public services such as telecommunication, utilities, transport services has created a need for new forms of market governance to avoid abuse of free market economy. Therefore, Government policy allowed competition to regulate markets. However, where competition was not available and natural monopoly characteristics existed or incumbent firm displayed significant market dominance; and where free market led to excessive competition and market instability that damaged consumers' interest; the Government policy introduced regulatory regime.

The objective of regulatory system was to improve sector performance, ensure efficient use of scarce resources, fair business practices and long term economic viability of the industry. To achieve the above objective, the Government initiated regulatory regime intended to oversee and regulate utilities as well as transport modes which covers road, railway, maritime, airport air transport including airport and sea/lake port services. Among others, the Surface and Marine Transport Regulatory Authority Act, 2001 was enacted to form the Surface and Marine Transport Regulatory Authority (SUMATRA) in order to regulate road, railway and maritime transport services on safety and economic related matters. SUMATRA become operational in 2006 but later in 2018 the Government split the entity into two separate institutions namely; Tanzania Shipping Agencies Corporation (TASAC) and Land Transport Regulatory Authority (LATRA) in order to increase efficiency.

LATRA was established under section 4 of Land Transport Regulatory Authority Act, Cap. 413. The Act was gazetted on 22nd February, 2019 through Government Order No. 358 and subsequently the Authority became operational on 29th April, 2019.

## 1.1 Mandate

Pursuant to Section 5(1) of the Land Transport Regulatory Authority Act, Cap.413 LATRA is mandated to regulate land transport which include commercial road transport, railways undertaking, commercial underground and cable transport.

### 1.1.1 Functions of the Authority

LATRA is charged with the following functions.

(a) to perform the functions conferred on the Authority by sector legislation;
(b) to issue, renew and cancel permits or licenses;
(c) subject to sector legislation to:
    (i) enforce standards for regulated goods and regulated services;
    (ii) establish terms and conditions of supply of the regulated goods and services; and
    (iii) regulate rates and charges;
(d) to coordinate land transport safety activities;
(e) to register crew and certify drivers of regulated sector;
(f) to certify worthiness of rolling stock and road worthiness of public service vehicles and goods vehicles;
(g) to monitor the performance of the regulated sectors including-
    (i) levels of investment;
    (ii) availability of safe, quality and standards of services;
    (iii) cost of services;
    (iv) efficiency of production and distribution of services; and
    (v) other matters relevant to the Authority;
(h) to facilitate resolution of complaints and disputes;
(i) to disseminate information about matters relevant to the functions of the Authority;
(j) to consult with other regulatory authorities or bodies or institutions discharging functions similar to those of the Authority in Mainland Tanzania or elsewhere; and
(k) to perform such other functions as may be conferred on the Authority by this Act or any other law.

## 1.2 Duties of the Authority

Pursuant to Section 6 of the Land Transport Regulatory Authority Act, Cap. 413 it is the duty of the Authority in carrying out its functions to enhance the welfare of Tanzania society by-

(a) promoting effective competition and economic efficiency of regulated sectors;
(b) promoting safety of regulated sectors including consumers of the regulated sectors;
(c) protecting the interests of consumers in relation to costs, quality and standards of transport services;
(d) protecting the financial viability of efficient suppliers;
(e) promoting the availability of regulated services to all consumers including low income, rural and disadvantaged consumers;
(f) raising public knowledge, awareness and understanding of the regulated sectors including-
    (i) the rights and obligations of consumers and regulated suppliers;
    (ii) the ways in which complaints and disputes may be resolved;
    (iii) the duties, functions and activities of the Authority; and
(g) taking into account the need to protect and preserve the environment.

## 1.3 Purpose of the Plan

This Strategic Plan has been reviewed to set the strategic implementation of LATRA's mandated functions and prioritize resource allocation in order to ensure achievement of the set objectives and the Authority's vision. Furthermore, the Plan creates a clear roadmap for the second term covering a period of two (2) years (2023/24– 2024/25) to ensure safety, efficiency and effectiveness in regulation of Land transport services.

## 1.4 Approach

The Strategic Plan has been reviewed in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. The Plan was reviewed in a participatory approach by involving staff and management of the Authority. In reviewing this plan, the situation analysis was conducted which involved performance review, review of National Plannning Frameworks, stakeholders Analysis, SWOC analysis and PESTEL analysis. The review of Vision, Mission and Core Values were equally carried out to determine their relevance. Further, international experience and agreements in

regulation of land transport services were drawn. The situation analysis came up with critical issues which formed the basis for development of this plan.

## 1.5 Layout of the Plan

This Strategic Plan comprises of four (4) Chapters and two (2) Appendices as follows:

(i) Chapter One covers introduction of the plan;

(ii) Chapter Two covers situation analysis which provide detailed information of the Authority's current operating environment.

(iii) Chapter Three covers the Plan which contains Vision and Mission Statements, Core Values, Objectives, Rationale, Strategies, Targets and Outcome Indicators.

(iv) Chapter Four covers Results Framework which contains the Purpose, Results Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan and Reporting Plan.

(v) The Appendices in the Plan are: Appendix 1 – Organization Structure; Appendix 2: Strategic Plan Matrix.

# CHAPTER TWO
# SITUATION ANALYSIS

2

## 2.0. OVERVIEW

This chapter presents a situation analysis on the implementation of current LATRA Strategic Plan 2020/21– 2024/25 which includes: analysis of current vision and mission; performance review; Stakeholders' analysis; SWOC analysis; PESTEL analysis; service delivery survey and review of relevant information.

### 2.1. Review of Current Vision, Mission And Core Values

The Authority reviewed its current mission vision and core values in order to determine gaps and relevant issues to be taken onboard as presented hereunder:-

#### 2.1.1 Analysis of Current Vision

The current vision statement of the Authority is "A leading continental regulator for safe, competitive and eco-friendly land transport services" The Vision is short and can be well understood by staff, it is ambitious and provide a sense of direction; however it is inward looking in the sense that it focuses on institution rather than the society and beneficiaries.

#### 2.1.2 Analysis of the current Mission

The current Mission of The Authority is "To regulate land transport through promoting competition, investment and deploying technologies for safe and efficient services that enhance sustainable development of Tanzania". The mission reflect what the Authority is doing however it does not articulate ''the how'' in broad terms it will achieve the vision.

#### 2.1.3 Analysis of the Current Core Values

The current core values are professionalism, accountability; team-work; integrity: transparency; efficiency and environmental-friendly. The analysis revealed that efficiency and environmental-friendly are not values.

## 2.2. Review of Relevant Information and Planning Frameworks

LATRA plays various roles in implementing National policies, legislations including international protocols and agreements related to regulation of land transport sectors as presented here under:-

### 2.2.1 The Tanzania Development Vision 2025

The Government of United Republic of Tanzania is implementing the vision 2025 in order to create a strong competitive industrialized economy and high-quality livelihood. Among the interventions to achieve this Vision is to promote infrastructure investment, especially road networks in all areas, through involvement of the private sector and communities. LATRA as regulator has a role of facilitating effective utilization of road infrastructure through developing regulatory strategies to promote land transport services.

### 2.2.2 The National Five-Year Development Plan (2021/22-2025/26)

The third National Five-Year Development Plan; (FYDP III 2021/22-2025/26) has the theme of realizing *competitiveness and industrialization for human development.* Factors that influence the level of competitiveness of the economy, as stated in the FYDPIII include: human capital development, enabling business or investment environment, market organization and digital revolution. On human capital development, the insistence is on the use of Science, Technology and Innovation (STI) to increase productivity and competitiveness in all sectors.

Key interventions in the FYDP III for unlocking transport infrastructures related to LATRA mandated functions include automation of land transport services, strengthening road and railway safety, promotion of competition, economic efficiency and availability of quality transport services.

### 2.2.3 The Ruling Party Manifesto (2020-2025)

The Ruling Party (CCM) Manifesto pledges to continue investing in improving environment for business and industrial economy as well as improvements in welfare of people especially in rural areas during the period.

In transport sector, the Manifesto pledges to continue construction of Standard Gauge Railway (SGR), Bus Rapid Transport (BRT) Phase II

and III; and link infrastructure development with industrial development along the areas of ongoing modernization in railway, road and ports.

Further, the Manifesto pledges to continue developing strategic road and railway lines connecting neighboring land-linked countries, facilitating transport in agriculture, livestock and fishery industry. On coordination of transport sector, the Manifesto pledges to review the national Transport Policy and Transport Master Plan.

Therefore, LATRA has the role of ensuring efficient and effective utilization of networks of SGR, BRT II and III and transportation of agricultural and industrial produces.

### 2.2.4 Transport Sector and National Industrialization Agenda

The focus of the National Industrialization Agenda is to harmonize and enforce legal and institutional environment so as to enhance the “easy-of-doing business” in Tanzania for human development.

Concerning land transport sector; the Agenda focus on promoting multi-modal transport, minimizing cost of doing business by reducing congestion in major cities, attracting investment in railway and road transport infrastructure, and reducing regional disparities in access to road transport services.

Therefore, LATRA has to a role of facilitating land transport services significantly in order to contribute to the national industrialization agenda by use of regulatory tools to organize and expand land transport services.

### 2.2.5 National Road Safety Policy of 2009

The National Road Safety Policy (2009) envisions to have safe environment for Road Traffic System which is in accordance with international standards. It seeks to guide and unite all stakeholders and put emphasis on cooperation and sharing of knowledge, experience, expertise and resources. Among the areas of the policy, LATRA has a role of coordination of road safety stakeholders, educating safety critical workers and public awareness regarding safety matters on regulated sectors, sharing information and enforcement of safety standards.

### 2.2.6 National Transport Policy of 2003

The National Transport Policy (NTP) seeks to lead the activities related to improvement and management of transport infrastructure and

services in urban and rural areas by developing rail, tram, arterial roads, mass transit, interchange and interface facilities. Furthermore, the NTP commits to promote competition in the sector through attracting private sector participation.

LATRA has a role of improving the supply and quality of inter-urban and commuter services through licensing and promotion of high occupancy buses, enforcing compliance to safety and quality standards.

### 2.2.7 National Environmental Policy

The National Environmental Policy (NEP), 1997 has set collective directions to all relevant economic and social sectors that may contribute into environmental dilapidation in the country.

LATRA role is guided by strategic objective 51 of NEP whereby transport sector is expected to promote mass transit systems, access to public transport and control of pollution along highways.

### 2.2.8 Rural Development Strategy (2001)

The Rural Development Strategy (RDS) has identified strategic issues for rural development as high transport cost relative to purchasing power, limited access to transport services and limited transport services to facilitate agricultural economy.

Therefore, LATRA has a role of contributing to rural development by promoting availability of quality and safe land transport services and to institute incentives for reduction of costs and poverty in rural areas.

### 2.2.9 National Policy on Disability (2004)

The National Policy on Disability (2004) has identified two relevant issues in the transport sector that need improvement in order to serve better the persons with disabilities. These issues are stated explicitly in Policy Issue 3.17 and Policy Issue 3.18; addressing infrastructure improvement and compensation for accidents.

LATRA as regulator has a role of promoting and enforcing standards for taking care of needs of persons with disabilities and mainstreaming special needs consumers.

### 2.2.10 National HIV/AIDS Policy (2001)

The objectives of the HIV/AIDS Policy relevant to workplaces are highlighted in Section 3.2(d) on Sectorial Roles and Financing. This objective focuses on roles of stakeholders, coordination and collaboration, political and Government commitment, leadership and accountability as well as resource mobilization. Further, the policy seeks to influence sectorial policies so as to address HIV/AIDS.

Therefore, LATRA has a duty of integrating this policy into strategic and operational planning with focus on reducing HIV/AIDS.

### 2.2.11 National Strategy for Non-Communicable Diseases (2008)

The National Strategy for Non-Communicable Diseases (NCD) envisions to establish a healthy environment in Tanzania that will enable sustainable economic and social development, whilst minimizing the exposure to the NCD risk factors and enabling those needing to access care.

In this strategy, LATRA has a role of promoting healthy lifestyle among employees, provision of healthy occupational facilities and working environment.

### 2.2.12 National Gender Policy (2000)

The National Policy on Gender and Development focus on promoting women empowerment in all social and economic sectors on the premise that women are left behind and therefore need to promote equal treatment of women and men in development. The policy is cross-cutting, with the understanding that gender includes addressing special needs of diverse groups.

LATRA as regulator under Section 6(e) of its establishing Act has a duty to promote gender balance in delivery of land transport services and women empowerment.

### 2.2.13 National Anti-Corruption Strategy and Action Plan III (NACSAP III)

NACSAP III focuses on minimizing corruption through prevention and combating by putting emphasis on corruption-prone sectors. Specific objectives of the strategy and action plan include to strengthen efficiency, transparency and accountability in public and private sector service delivery, to implement the strategy efficiently, to build Capacity of oversight institutions on prevention of corruption and to promote good political leadership that participates in the fight against corruption.

LATRA will implement this strategy through strengthening its strategic planning, monitoring and evaluation, enhancing Capacity of ethics Committees at workplaces, service delivery charters and mechanism for resolving complaints.

### 2.2.14 Sustainable Development Goals

The Sustainable Development Goals (SDGs), were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. Sustainable Development Goals create a common benchmark to measure and validate the impact of sustainability efforts. Goal 7 and 9 are relevant to land transport; focusing on clean energy, industry, innovation and infrastructure.

LATRA has a role to contribute to the SDGs through regulating land transport services and advocate for use of clean energy, science, technology and innovation.

### 2.2.15 The African Union Agenda 2063

African Union (AU) Agenda 2063 commits to promote inclusive growth, seamless cross-border trade within African states through promoting public transport, high-speed railway systems and access to agricultural products.

LATRA has a role to ensure availability of safe and reliable land transport services for inclusive socio-economic growth.

### 2.2.16 Southern Africa Railways Association (SARA)

SARA is an association of railway operators and regulators of Southern African members with overall purpose of promoting common business interests of railways. The associations seeks to establish regional framework of joint delivery of a cost effective, integrated, sustainable and seamless railway transport services.

LATRA being a member of the Association, has a duty of regulating railways for improved efficiency and safety.

### 2.2.17 Southern African Development Community (SADC)

Tanzania ratified the SADC Protocol on Transport, Communication and Meteorology (TCM) in 1998 to provide for legal and broad policy framework for co-operation. The protocol promotes integration of different modes of transport and liberalization of transport operations in the region. The COMESA-EAC-SADC Tripartite Transport & Transit Facilitation Programme (TTTFP) was formulated in 2017 in order to address the existing obstacles in the region.

Tanzania being part of TTTFP initiative; LATRA has a role of implementing the agreements aiming at facilitating cross-border road transport.

### 2.2.18 African Forum for Utility Regulators (AFUR)

The African Forum for Utility Regulators (AFUR) focuses on common issues related to the regulation of energy, telecommunications, transport, water and sanitation industries; including harmonization of regulatory policies, information exchange and Capacity building.

LATRA is a member of the forum and therefore has a duty to contribute and adopt agreed milestones.

### 2.2.19 East Africa Community (EAC)

The East Africa Community (EAC) established the EAC Common Market Protocol among its member states in accordance with the provisions of Articles 76 and 104 of the Treaty. The protocol calls for member states to facilitate the demands of the EAC Common Market Protocol, which include domestication of international agreements; vehicle load management; cross border road transport regulation; vehicle and driver registration and licensing; vehicle fitness testing; dangerous goods; emergency first responders; and law enforcement.

LATRA being the regulator of land transport services in Tanzania has a duty of implementing the agreements of the protocol.

### 2.2.20 International Cooperation

Tanzania is a member of several international associations; such as the United Nations, African Union (AU), East African Community (EAC), Southern Africa Development Community (SADC), Southern Africa Railways Association (SARA), Railway Regulators Association of Southern Africa (RRASA) and the African Forum for Utilities Regulators (AFUR). Tanzania is bound to implement protocols and agreements that are a result of the international associations; including

Agenda 2063 of the AU, Sustainable development Goals (SDGs Goal 9), UN Decade of Action, EAC Free Movement of Goods protocol and SADC Protocol on Transport and Communication.

LATRA has a duty to incorporate relevant areas of international protocols and agreements into the strategic plans.

### 2.2.21 Multilateral Cross Boarder Road Transport Agreement

Tanzania being a member state of EAC, SADC and COMESA entered into a Memorandum of Understanding on Inter-regional Co-operation and Integration in 2005 to enhance economic development and integration of markets as a stimulus for profitable businesses in the region, through what is called the Tripartite Transport and Trade Facilitation Programme (TTTFP). Strategic areas of concern include to create an enabling and harmonized policy environment for foreign, cross-border and domestic investment. The agreements seek to achieve integrated and seamless movement of goods and persons in the Tripartite Region with a view to enhance competitiveness of goods produced in the regions by reducing transportation costs and transit time within the region and with the international markets. As such, the programme is implementing initiatives towards harmonization of Vehicle Load Management strategy, Vehicle regulations and standards, operationalization of transport registers and information platform; and improvement of regional transport corridors.

LATRA has a regulatory duty to facilitate safe and competitive transport services including enforcement of transport service standards through implementing the Memorandum of Understanding among member states.

### 2.2.22 Tanzania - Zambia Bilateral Agreements

In June 2015, Tanzania and Zambia signed two (2) bilateral agreements on regulation for cross boarder passenger and freight road transport services. The objectives of the agreements include having a regulatory road transport system which results in effective transport service to consumers in the respective countries that ultimately ensures smooth movement of passengers and goods in the contracting countries. Further, two agreements aims at promoting competition, road safety and protection of road infrastructure. The agreements also focus on driver quality and rights to cross boarders and conveyance passengers and goods in respective territories.

LATRA has a duty to incorporate relevant areas of the agreement into the strategic plans.

### 2.2.23 Tanzania - Malawi Bilateral Agreements

Through the spirit of mutual understanding between Tanzania and Malawi, the two countries signed a bilateral agreement on the regulation for cross boarder road transport in April 2019. The agreement that covers both transport services for passenger and cargo transportation is under the custodian of the Ministry responsible for Transport of the contracting parties. Objectives of the agreements include facilitation of efficient movement of goods and people between the two countries, promoting competition and road safety.

LATRA has a duty to accommodate relevant areas of the agreement in the strategic plans.

### 2.2.24 United Nations Decade of Action

The United Nations Decade of Action recognize that large number of deaths from road traffic accidents is cause by unsustainable transport, especially in middle-income countries where 90 per cent of road traffic deaths occur. It is also noted that about a quarter of the greenhouse gas emissions come from the transport sector. The UN General Assembly proclaimed the Decade of Action for Road Safety 2021-2030, with the ambitious target of preventing at least 50% of road traffic deaths and injuries by 2030. To address the challenge, UN emphasizes on holistic approaches targeting road designs, laws and law enforcement, timely emergency care for the injured and promotion of walking, cycling and use of public transport.

LATRA has a regulatory duty to enhance road safety and preserving the environment and therefore necessary to accommodate relevant initiatives in the strategic plans in order to address the challenge

## 2.3. Performance Review

The performance of the Authority was reviewed for the purpose of assessing the achievement and results of implementation of Strategic objectives of the current plan during the first term of two (2) years. The objectives of Strategic Plan under review are presented as follows:

A. HIV/AIDS infections and non-communicable diseases reduced and supportive services improved;
B. National anti-corruption strategy implementation enhanced and sustained;

C. Authority's Capacity to execute its regulatory functions enhanced;
D. Effective competition in the regulated sectors strengthened;
E. Safety of land transport improved;
F. Environmental sustainability of land transport improved; and
G. Availability of quality land transport services strengthened.

During review preparation of this Strategic Plan, these objectives were taken into consideration. The achievements, challenges and way forward for each objective are as summarized below:

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

To achieve this objective, the Plan identified three targets listed here under:-

i) HIV/AIDS and non-communicable diseases awareness seminars conducted by June, 2021
ii) Supportive services to staff living with HIV/AIDS provided by June, 2025; and
iii) Programme for prevention of non-communicable diseases established and implemented by June, 2021.

#### 2.3.1.1 Achievements

(i) Awareness seminars on HIV/AIDS and non-communicable diseases were conducted annually whereby a total of 193 LATRA employees participated;
(ii) Financial support amounting to TZS 19.2 million was provided to staff who disclosed their HIV status.
(iii) Awareness seminars and sports programs were facilitated in order to reduce non-communicable diseases.
(iv) Seminars on stress management and mental health were conducted and continued to implement sports and games programs scheduled on Tuesdays and Fridays after working hours.

#### 2.3.1.2 Constraints

During implementation of the strategic objective the Authority experienced the following challenges:-

i) Reluctance behavior of testing for HIV/AIDS
ii) Inadequate data of People Living with HIV/AIDS
iii) Inadequate funds to undertake regular awareness seminars on HIV & NCDs

#### 2.3.1.3 Way forward

The Authority identified the initiatives to address the challenges as follows:-

i) The Authority should continue to implement and support Preventive program on HIV/AIDS and NCDs;
ii) The Authority should improve support and care through allocating more funds to facilitate HIV & NCDs activities;
iii) The Authority to improve mechanism of collecting data related to HIV/AIDs & NCDs and building Capacity to HIV/AIDS and NCD coordinators and peer educators;
iv) The Authority to develop HIV /AIDS Policy and a Wellness program.

### 2.3.2 OBJECTIVE B: National anti-corruption strategy implementation enhanced and sustained

The Authority identified four (4) Strategic targets for the purpose of attaining the strategic goal to enhance and sustain implementation of the National anti-corruption strategy as follows:-

i) Training for Ethics and Integrity Committee conducted annually by June, 2025;
ii) Ethics awareness programmes for LATRA staff developed and implemented by June, 2025;
iii) Anticorruption awareness programmes for LATRA customers developed and implemented by June, 2025; and
iv) Areas prone to corruption within the Authority identified by June, 2021.

#### 2.3.2.1 Achievements

(i) Awareness seminars on ethics and integrity were facilitated by officials from the Public Corruption Combating Bureau (PCCB) annually with average total of 100 staff or 84% of employees attended;
(ii) The Authority established the Ethics and Integrity Committee and continued to facilitate the Committee's quarterly meetings to review and report incidences of ethical challenges in the Authority.
(iii) The Authority engaged PCCB to conduct a survey for the purpose of identifying areas prone for corruption. The Authority received the survey result and continued to automate its business processes in order to minimize face to face interactions that can attract corruption acts.

#### 2.3.2.2 Constraints

During implementation the Authority noted the following bottlenecks:-

i) Inadequate cooperation in obtaining information on corrupt conducts; and
ii) Reluctance of customers to report corruption incidences.

#### 2.3.2.3 Way forward

The Authority will continue to enhance staff awareness and management of corruption by

(I) Providing seminars to staff on mitigation of corruption and adherence to integrity principles; and vetting of staff. Further, the Authority will continue to facilitate the Ethics and Integrity committee to provide continuous engagement of staff;
(II) Developing and implementing policies and systems designed to mitigate corruption;
(III) formulation of anticorruption policy and anti-corruption program;
(IV) Implement whistle blower policy and consumer feedback mechanism; and
(V) Automation of Authority's business processes in order to minimize face-to-face interactions with customers.

### 2.3.3 OBJECTIVE C: Authority's Capacity to execute its regulatory functions enhanced

The Authority intended to improve its Capacity in order to execute its mandated functions through implementing various activities with focus to achieve the following planned strategic targets:-

i) Revenue collection increased by 100% by June, 2025;
ii) Four new revenue sources introduced by June, 2025;
iii) Revenue collection systems integrated by June, 2021;
iv) Financial statements prepared and audited annually;
v) Financial Rules and Regulations developed and implemented by June, 2021;
vi) Accounting Procedures Manual developed and implemented by June, 2021;
vii) Approved Organization Structure implemented by June, 2025;
viii) Scheme of Service developed by June, 2025;
ix) Training Plan implemented by June, 2025;

x) Staff Retention Scheme developed and implemented by June, 2025;
xi) Human Resource Policy developed and implemented by June, 2025;
xii) Safe working tools, equipment and facilities acquired by June, 2024;
xiii) ICT systems and applications developed and integrated with stakeholders by June, 2025;
xiv) ICT infrastructure for supportive road services integrated with LATRA by June 2025;
xv) Cyber security governance framework implemented by June, 2023;
xvi) ICT assets register updated annually;
xvii) Governance, risk management and controls implemented by June, 2025;
xviii) Audit Reports prepared by June, 2025;
xix) ISO 9000:15000 Quality Management System operationalized by June, 2025;
xx) Enterprise Risk Management system operationalized by June, 2025;
xxi) Communication Strategy developed and implemented by June 2025;
xxii) Regulatory instruments developed and disseminated by June, 2025;
xxiii) Court and tribunal representation of the Authority provided by June, 2025;
xxiv) Quality goods, works and services procured by June, 2025;
xxv) Key-word filing management system developed and implemented by June, 2025; and
xxvi) Office Documents Retention and Disposal Policy developed and implemented by June, 2025.

#### 2.3.3.1 Achievements

**i) Strengthened Financial Capacity and management**

The Authority increased revenue collection by 8.2% from TZS 23.9 billion to TZS 25.9 billion in 2020/21. In the second financial year, revenues increased by 9.1% to 28.2 billion. The performance could have improved further but some of planned revenues sources did not perform well during the period including licensing of taxis, ride haling platform operators, mandatory inspection of vehicles and certification of drivers and registration of crew as well as low response in payment of regulatory levies

The Authority adopted the Government Electronic Payment Gateway (GePG) and integrated with internal collection systems, developed and disseminated to staff the financial

regulations and successfully closed annual accounts with unqualified (clean) opinion of auditors.

**ii) Strengthened Human Resource Management and Administration**

During the period under review received approved LATRA Organization in December, 2021 and Structure Schemes of Service in June 2022 whereby 30% of the structure was implemented. Training Plan was implemented by 95% whereby 158 employee-training-programs were provided. Further, the Authority obtained approval of LATRA Incentive Scheme with effect from 1st July, 2022. Other achievements included provision of safe working tools, equipment and facilities including furniture, computers, construction of office building and acquisition of plot for proposed Vehicle Inspection Centre in Dodoma City Council and five (5) motor vehicles.

The Authority plans to strengthen human resource management by filing vacancies positions in-line with approved structures, to improve working environment through construction of Head office and Regional offices, equipment and facilities, to finalize preparation of documents retention and disposal policy, to adopt electronic office and to develop and implement various human resource policies. Further, staff Capacity building will be implemented through various approaches including study tours, seminars and long-term training.

**iii) Strengthened use of Information and Communication Technology**

The Authority strengthened use of Information and Communication Technology in discharging its mandate in which the licensing system (Roads and Railways Information Management System, RRIMS) was operationalized and integrated with seven (7) key government agencies. Further, two bus terminals at Dodoma and Dar es Salaam were connected to LATRA core ICT infrastructure. During the period, the Authority also developed key policies for enhancing ICT governance including initial preparation for ICT security and risk management framework through assessment of vulnerability and security of LATRA systems, deployment of anti-virus software and provision of awareness to staff.

**iv) Strengthened Governance and Control of Systems and Processes**

During the period; the Authority completed documenting its business processes to facilitate processing ISO 9000:15000 certificate for Quality Management System. Further, risk policy and its register was updated and assurance was provided to the Board of Directors through regular audits including compliance on Memorandum of Understanding (MoUs) regarding licensing of motorcycles and tricycles in 33 Local Government Authorities (LGAs).

**v) Enhanced Consumer Education**

The Authority circulated a total of 1,000 fliers at LATRA offices, journalists' workshop conducted at AICC and other platforms. Further, seventy-eight (78) television programs were produced and aired through TBC1 weekly. Other programs were published on LATRA online TV, Instagram and YouTube platforms in order to obtain interactive customer feedback mechanisms.

**vi) Other Achievements**

During the period under review, the Authority facilitated preparation of six (6) regulations and presenting the Authority in litigations matters involving six (6) court cases, implementation of procurement Plan by 86.6%, development of new file series and filing system in which 250 subject files were established, developing Manual of Document retention and Disposal was initiated and updating of asset register.

### 2.3.3.2 Constraints

During implementation of the plan, the Authority experienced the following challenges

i) Inadequate human resources limited completion of preparation of Manual for Document Retention and Disposal;
ii) Change in procurement models and re-allocation of funds limited achievement in procurement plan implementation;
iii) Revenue collection target of 18% annually was not achieved largely due to resistance of bus operators to use e-Ticketing system that was expected to contribute 28.6% of revenues.

#### 2.3.3.3 Way forward

To address the above challenges the Authority plans to implement the following initiatives:-

**i) Strengthening Authority's Financial Capacity**

The Authority plans to strengthen revenue collections through use of electronic systems to facilitate levy collection from service providers including Bus Rapid Transit operations, Railways operations and establish collections from Goods Carrying Vehicles (GCV). To strengthen financial management, the Authority plans to develop Accounting Procedures Manual and build Capacity of accounting staff in LATRA's financial management and accounting procedures; and to monitor compliance of financial rules and regulations.

**ii) Strengthened Human Resource Management and Administration**

The Authority plans to strengthen human resource management by filing vacancies positions in-line with approved structures, to improve working environment through construction of Head office and Regional offices, equipment and facilities, to finalize preparation of documents retention and disposal policy, to adopt electronic office and to develop and implement various human resource policies. Further, staff Capacity building will be implemented through various approaches including study tours, seminars and long-term training

**iii) Strengthen use of Information and Communication Technology**

The Authority plans to carry forward uncompleted issues and initiate new strategies targeting staff Capacity, improvement in ICT governance as guided by eGA and integration of LATRA systems with those of key stakeholders. As such, Authority plans to provide awareness to staff on ICT Security, develop ICT asset management policy, ICT strategy, enterprise architecture and ICT Service management guidelines. Further, plans are underway to connect LATRA ICT infrastructure with weigh bridges and those of TAMISEMI, to integrate with Government Electronic Service Bus (GovESB), migrate to the Government's main data centres, to adopt and implement Government Assets

Management Information System (GAMIS) and to procure advanced ICT security devices

**iv) Strengthen Governance and Control of Systems and Processes**

In the coming period, the Authority will implement a Quality Management System (QMS) through attaining and maintaining certification with ISO 9000: 15000 in order to benchmark its operations with International standards.

**v) Enhance Legal Environment**

In the coming period, the Authority plans to advocate and facilitate the development of legal instruments to govern drivers fatigue management, driver certifications, mandatory vehicle inspections, railway environmental preservation and quality of service of passenger vehicles and inquiry procedures. The Authority will continue to honor and present its case in the pending Court litigations.

**vi) Consumer Education and Customer Feedbacks**

In coordinating consumer education and customer feedbacks; the Authority plans to develop and implement a communication strategy that will guide provision of public awareness content and media as well as collection and management of customer feedbacks.

### 2.3.4 OBJECTIVE D: Effective competition in the regulated sectors strengthened

The Authority intended to enhance competition in the regulated transport sectors through implementing various activities focused to achieve the following planned strategic targets:-

i) Five Costing Models for Tariff-setting developed and implemented by June, 2025;
ii) 20 Market surveys on land transport services conducted by June, 2025;
iii) Research Management Manual developed and implemented by June, 2025;
iv) Five collaborative researches on Land Transport conducted by June, 2025;

v) Resource Centre established by June, 2023;
vi) Five trainings on Research and Data Management conducted by June, 2025;
vii) Annual statistical reports published by June, 2025;
viii) Annual plans and budgets prepared, monitored and evaluated by, 2025; and;
ix) Harmonized performance benchmarks of regulated services adopted and implemented by June 2025.

#### 2.3.4.1 Achieved Targets

The performance indicated the following achievements:-

**i) Development of Tariffs Models**

The Authority developed Five (5) costing models for tariff setting namely Private Hire, Conventional Taxi-Cab Services, Ride Hailing, Inter Urban Buses, Commuter and Passenger Train services and Freight Charges for Petroleum products.

**ii) Conducting Market Surveys**

The Authority conducted seven (7) Market surveys for different inter-urban bus routes. Results indicated that approved bus fares were stable with minor variation. Moreover, during the survey, average market freight charges from Dar es Salaam to Kigali, Bujumbura, Lilongwe, Nairobi, Lubumbashi, Goma and Lusaka were established.

**iii) Development of Research Guidelines**

Research Guidelines were developed and three studies were conducted namely Socio-Economic Impact of Commercial Motor cycle and Tri Cycle in Mainland Tanzania, Suitability of electric versus diesel buses for BRT system in Dar es Salaam and Feasibility study on establishing vehicle inspection centres.

**iv) Annual Plans and Budget**

Annual Plans and Budgets were prepared, approved by the Board and implemented.

#### 2.3.4.2 Constraints

During implementation the Authority noted the following challenges:-

i) Inadequate funds to implement planned targets
ii) Insufficient human resources.

iii) Un-competitive business practices

#### 2.3.4.3 Way forward

The Authority intends to improve the performance through the following approaches:-

i) To strengthen competition in land transport services;
ii) To develop and implement Costing Models for Tariff-setting;
iii) To conduct 14 Market surveys on land transport services
iv) To conduct sectorial research on regulated land transport services;
v) To build Capacity on research, data management and tariff setting;
vi) To prepare and publish periodic land transport statistics; and
vii) To develop Authority plans and monitor and evaluate implementation.

### 2.3.5 OBJECTIVE E: Safety of land transport improved

Safety of land transport sector in Tanzania involves stakeholders from several Government organs including Traffic Police, TANROADS, LATRA, TARURA, TRC, TAZARA and others. LATRA has been mandated by Section 5(1) (d) of LATRA Act, Cap 413 to coordinate land safety activities in order to strengthen land transport safety. To improve land transport safety, the Authority set the following targets:-

i) Investigation of railway occurrences conducted by June, 2025;
ii) Reports on railway safety status to the Minister prepared and submitted by June, 2025;
iii) Stakeholders' road safety platform developed and operationalized by June, 2025;
iv) Mechanism for certification of train drivers and crew developed and implemented by June, 2025;
v) Mechanism for certification of commercial-vehicle drivers developed and implemented by June, 2025;
vi) Inspection of infrastructure, rolling stock and operation of railways conducted by June, 2025;
vii) Mandatory vehicle inspection for commercial vehicles conducted by June, 2025;

viii) Training on road safety to service providers conducted by June, 2025; and

ix) Monitoring train movements using a vehicle tracking system (VTS) by June, 2025.

#### 2.3.5.1 Achieved targets

During implementation of the Strategic Plan, the Authority attained the following achievements:-

**i) Investigation of Railway Accidents**

The Authority investigated ten (10) railway accidents on TRC and TAZARA lines involving passenger and freight trains. The reports were submitted to the Ministry of Works and Transport for further actions.

**ii) Annual Railway Safety Inspections**

A total of six (6) annual railway safety inspections for TRC and TAZARA were conducted to ascertain worthiness of infrastructure, equipment and operations. The inspections provided assurances on the safety of bridges, structures, signaling and telecommunications of railway services.

**iii) Land safety stakeholders platform**

The Authority coordinated formulation of the Land safety stakeholders' platform which involves members from Tanzania Police Force, TANROARS, TARURA, TRC, TAZARA, TBS and NIT.

**iv) Development of Standard Operating Procedures for Drivers Testing**

The Authority prepared and automated Standard Operating procedures for Drivers Testing. As such, the Authority in collaboration with e-GA developed Drivers Testing Software (DTS) and became operational effectively from 1st June, 2022.

**v) Commissioning of Railway Equipment**

The Authority conducted commissioning of 44 new wagons and three (3) locomotives for M/s Tanzania Railways Corporation in November, 2021 and January 2022 respectively. Additionally, inspection of 22 remanufactured locomotives were conducted in

June 2022 at Morogoro TRC Workshop whereby the Authority issued Certificates of assurance for roadworthy rolling stocks.

**vi) Tracking of Locomotives**

A total of 24 for TAZARA locomotives were fitted with vehicle tracking devices (VTDs) by June 2022- to facilitate tracking of train movements.

**vii) Establishment of Vehicle Inspection Centres**

During the period under Authority conducted Preliminary study, Concept Note and pre-feasibility study on implementation of mandatory vehicle inspection for ensuring worthiness of vehicles were conducted in 2021.

### 2.3.5.2 Constraints

The Authority experienced the following challenges:-

i) Inadequate human resources for effective implementation of planned activities
ii) Limited financial resources to implement planned targets.

### 2.3.5.3 Way forward

The Authority plans to continue improving land transport safety by undertaking the following:-

i) To provide regular assurance on safety of railway infrastructure; equipment and operations for TRC and TAZARA;
ii) To prepare land transport safety Action Plan;
iii) To prepare guidelines for development of curriculum for train drivers and crew;
iv) To roll-out drivers certification to different regions;
v) To develop Mechanism for certification of train drivers;
vi) Conducting feasibility study on establishment of mandatory vehicle inspection and advocate for development of relevant regulations;
vii) To conduct awareness seminar on road safety matters; and
viii) To enhance monitoring movements of train and commercial vehicle through Vehicle Tracking System (VTS).

### 2.3.6 OBJECTIVE F: Environmental sustainability of land transport improved

During the period under review, the Authority planned to attain the following targets:-

i) Guidelines for environmental preservation in railways developed and implemented by June, 2025;
ii) Environmental compliance inspection for commercial vehicles conducted by June, 2025;
iii) Stakeholders' meetings to promote investment on social amenities along highways conducted by June, 2025;
iv) Environmental compliance inspection for railway-undertaking conducted by June, 2025;
v) Emission testing for commercial vehicles and public awareness conducted by June, 2025;
vi) Mass transit in major cities available by June, 2025; and
vii) Alternative energy in commuter services in use by June, 2025.

### 2.3.7 Achieved Targets

During implementation, the Authority achieved the following:-

**i) Environmental Compliance Inspection**

The Authority conducted four (4) environmental compliance inspection for commercial vehicles in February 2022 along highways from Dar es Salaam-Mwanza, Singida-Arusha, Arusha-Dar es Salaam and Dar-es-Salaam-Lindi. Reports of inspections were shared with Local Governments in respective areas for further actions.

#### 2.3.7.1 Constraints

The achievement was hampered by the following constraints:-

i) Inadequate funds to implement planned targets; and
ii) Insufficient human resources.

#### 2.3.7.2 Way forward

For the purpose of improving performance in this objective, the Authority intend to undertake the following measures:-

i) To develop and enforce guidelines for environmental preservation;
ii) To advocate for development of standards for social amenities along the highways;
iii) To promote use of alternative source of energy in land transport services; and
iv) To establish mandatory commercial vehicle inspection centres; and
v) To promote mass transit in major cities.

### 2.3.8 OBJECTIVE G: Availability of quality land transport services strengthened.

The Authority planned to attain the following targets:-

i) Standards for railway operations on Standard Gauge Railway (SGR) developed and implemented by June, 2025;
ii) Open access regime for railways developed by June, 2025;
iii) Benchmarking for quality services in regulated sectors implemented by June, 2025;
iv) Training on quality of service-to-service provider conducted by June, 2025;
v) Roadside inspection for commercial vehicles conducted by June, 2025;
vi) Monitoring of Vehicle Tracking System- VTS conducted by June, 2025;
vii) Licensing conditions for railways developed and implemented by June, 2025;
viii) Acquisition of modern railway inspection tools implemented by June, 2025.

#### 2.3.8.1 Achieved targets

The Authority made the following achievements:-

i) Development of draft railway open access regulations in 2020-2021 were facilitated;
ii) Key Performance Indicators for TRC - Meter Gauge Railway (MGR) and TAZARA – Cap Gauge Railway were developed.
iii) 26 Roadside joint inspections to improve compliance with licensing conditions along main roads and bus routes were conducted.
iv) Monitoring of vehicle tracking system conducted.
v) New areas of regulation were introduced for passenger services namely ride-hailing, taxi cabs and special hire
vi) Steady growth in licensed road service vehicles was recorded at 90% annually

#### 2.3.8.2 Constraints

The Authority experienced a challenge of Inadequate financial and human resources to implement planned targets

#### 2.3.8.3 Way forward

For the purpose of improving performance in this objective, the Authority intend to undertake the following measures:-

i) To enforce use of railway standards for SGR;
ii) To facilitate preparation of open access regulations in railway services;
iii) To conduct awareness seminars to service providers on provision quality services;
iv) To continue conducting roadside inspection for commercial vehicles;
v) To improve Vehicle Tracking System and build internal Capacity;
vi) To develop Licensing conditions for railways; and
vii) To acquire modern railway inspection tools.

## 2.4. SWOC Analysis

The Authority conducted SWOC analysis in order to examine the present situation at LATRA in terms of strength, weaknesses, opportunities and challenges. SWOC analysis demonstrated the competitiveness of LATRA In the growth of the Tanzania transport sector. The following are the LATRA strengths, weaknesses, opportunities and challenges:-

**Table 1: SWOC Analysis**

| STRENGTHS | WEAKNESSES |
|---|---|
| i) Dedicated teamwork- with vast knowledge on land transport dynamics, coupled with qualified, committed and transformative leaders to execute regulatory functions | i) Inadequate human Capital and lack of succession plan<br>ii) Inadequate systematic integration for coordination of management processes |
| ii) Existence of Conducive working environment and enabling policies and | iii) Ineffective mechanism for MoU implementation with LGAs |

| | |
|---|---|
| legislations for easy dispensation of regulatory duties and functions<br>iii) Availability of Organization Structure, Governing Board, internal control systems and administrative framework for effective supervision of regulatory activities.<br>iv) Existence of Organizational financial Capabilities, competitive tariffs and legal framework for execution of Authority's regulatory functions<br>v) Availability of ICT systems and standard operating procedures for supporting regulatory functions<br>vi) Availability of Client Service Charter and complaints handling mechanism for customer support | iv) Absence of instruments or regulating cable transport<br>v) Delayed implementation of mechanisms for establishing road worthiness of commercial vehicles and rolling stock |

| **OPPORTUNITIES** | **CHALLENGES** |
|---|---|
| i) Availability of ICT systems for planning, financial controls and management performance<br>ii) Availability of training institutions for regulatory cadre<br>iii) Availability of Government e-systems (e-office, MUSE, TANEPS)<br>iv) Availability of sector policies such as Road Safety Policy, National Transport Policy 2003 and The Railways Act No. 10 of 2017 and its Regulation.<br>v) Government support to collaborate with International and Regional Bodies' on coordinating and setting regulatory standards in land transport sector<br>vi) Political stability<br>vii) Growing national economy and stable inflation for effective competition in road transport services | i) Traffic congestion in major cities<br>ii) Delays in appointment of some Board Members and managerial staff<br>iii) Conflicting laws and plans to establish new governmental institutions to undertake related regulatory functions<br>iv) Low compliance with regulatory requirements to enhance quality of land transport services<br>v) Accidents caused by human error and un-roadworthy commercial vehicles<br>vi) Resistance and slow adaptation of new technologies in the sector.<br>vii) Inadequate offices accommodation |

## 2.5. PESTEL Analysis

The following is analysis of external environment which entails the Political, Economic, Social, Technological, Environmental and Legal under which the Authority operates.

### 2.5.1 Political Environment

Political will and support plays a vital role in developing transport infrastructures and provision of public services. The Government of United Republic of Tanzania is committed in developing and upgrading road and railway infrastructure and improving land transport services for the welfare of Tanzania Society. Further, the Government has set up administrative system to enhance land transport service delivery whereby the Ministry of Works and Transport is responsible for policy formulation and LATRA as an implementer of regulatory issues.

However, political instability and diversified interests may distract implementation of regulatory activities on land transport services thus depriving the Tanzania Society from safe and reliable land transport services.

### 2.5.2 Economic Environment

Land transport services is an important component for economic growth as a linkage to all sectors of the economy by facilitating mobility of people, goods and delivery of public services. Globally economic growth and economic opportunities are related to transport services by providing socio-economic opportunities and benefits that result in positive multiplier effects such as better accessibility to markets, employment, and additional investments. Poor transport systems in terms of transport capacity and reliability, can have a negative economic effects resulting to reduced or missed opportunities and low standard of living.

Hyper inflation rate, unstable fuel price and exchange rates are among the economic factor with impact on provision of transport services. The Government need to strengthen regulatory mechanisms to ensure that such economic variables are within acceptable range in order to facilitate availability of safe land transport services.

### 2.5.3 Social Environment

Mobility is one of the fundamental characteristics of human activities as it facilitate access to the basic needs and socio-economic activities. However,

safe and reliable transport services is necessary to suit the diverse social groups in the society including elderly, children and people with special needs. Therefore the Government has a role of ensuring there is an improved and reliable land transport services, to cater for diversity groups of the Tanzanian society.

### 2.5.4 Technology

Technological advancement has improved efficiency in provision of land transport services through use of ICT. Likewise, technology on use of alternative energy such as CNG, hydrogen, electricity has reduced transport costs and level of emission.

Adoption of transport technologies through automation of business processes in service delivery is paramount. As such, there is a need to adopt use of vehicles with advanced technology and invest more in ICT in order to facilitate availability of safe regulated land transport services.

### 2.5.5 Environmental

Natural environmental disasters which are not human influenced like, earthquakes and floods have major impact on land transport delivery. Such disasters can largely destroy road and railway infrastructure thus hindering people to access land transport services. Besides the natural disasters, emissions from land transport operations and human activities contributes to environmental degradation. Failure to have effective regulatory mechanism on emission caused by motor vehicles and rolling stock will impair safety and quality of land transport services. Advocacy on the use of high occupancy vehicles and clean energy is necessary to ensure availability of safe and eco-friendly land transport services.

### 2.5.6 Legal

Supportive legal frameworks are important to achieve growth of land transport services. Legal frameworks define responsibilities and limitations of key stakeholders that include service providers, consumers and regulatory bodies thus providing a level playing field and satisfaction. The Government has a major role to promote and provide attractive environment for investment in regulated land transport services. To achieve this, favorable policies. Laws and regulations are necessary to promote investments, regulatory framework and fully participation of various stakeholders. Conflicting policies and legislations affects management and regulation of land transport services and therefore causing conflicts among key players.

It should also be note that land transport facilitate trade across borders. This requires harmonization of cross boarder laws and regulations and favorable agreements among countries including ratification of international protocols.

## 2.6. Stakeholders Analysis

LATRA has a number of stakeholders both public and private whose interests must be accommodated in order to promote the growth of the land transport sector. Based on this fact, the development of this Strategic Plan involved stakeholders' analysis. LATRA stakeholders' analysis are presented below.

**Table 2: Stakeholders Analysis Matrix**

| No | Stakeholder | Service offered and delivered | Expectations |
|---|---|---|---|
| 1 | General Public | ❖ Provision of information on regulatory services provided<br>❖ Provision of Corporate Social Responsibilities (CSR)<br>❖ Avenue for redressing consumer complaints on regulated services | ❖ Timely, reliable and accurate Information<br>❖ Relevant CSR initiatives<br>❖ Fair and timely redress of consumer complaints<br>❖ Availability of safe and affordable transport services |
| 2 | Ministries, Independent Departments and Executive Agencies (MDAs) Parastatal organization, | ❖ Provision of reliable and timely information and data sharing on land transport services.<br>❖ Cooperation in matters related with land transport<br>❖ Delivery of performance reports<br>❖ Provision of Government remittance<br>❖ Budget support to Regulatory Authorities and contributions to affiliated international organizations | ❖ Timely and accurate information.<br>❖ Timely submission of performance reports<br>❖ Adherence to terms of cooperation<br>❖ Adherence to Government directives on remittance.<br>❖ Adherence to the agreed level of budget support to regulatory authorities |
| 3 | Employees and workers' union. | ❖ Career progression.<br>❖ Information on employees' rights and obligation as per staff rules and regulations | ❖ Timely career progression<br>❖ Timely information |

| No | Stakeholder | Service offered and delivered | Expectations |
|---|---|---|---|
| | | ❖ Capacity building.<br>❖ Provision of working tools<br>❖ Welfare services | ❖ Relevant Capacity building<br>❖ Timely payment of staff benefits<br>❖ Conducive working environment<br>❖ Adequate and reliable welfare services. |
| 4 | Parliament | ❖ Provision of reliable information and reports regarding Authority's performance<br>❖ Reports on implementation of the Ruling Party manifesto | ❖ Timely and accurate information and reports.<br>❖ Effective implementation of the Ruling Part Election Manifesto<br>❖ Timely and accurate response to questions and answers parliamentary sessions |
| 5 | Other Regulatory Authorities | ❖ Sharing of regulatory information, and reports on safety and statistics<br>❖ Cooperation in matters related to land transport<br>❖ Provision of technical advise | ❖ Reliable and adequate information<br>❖ Mutual understanding in key regulatory matters<br>❖ Proper guidance for decision making |
| 6 | Mass media | ❖ Provision of information shared to the Public<br>❖ Awareness creation on Authorities functions | ❖ Timely and accurate information to the public.<br>❖ Well informed media community on functions of the Authority functions. |
| 7 | Land Transport Service Providers | ❖ Provision of information on investment opportunities available.<br>❖ Provision of information on regulatory functions | ❖ Timely and accurate information.<br>❖ Timely issuance of licenses |

| No | Stakeholder | Service offered and delivered | Expectations |
|---|---|---|---|
| | | ❖ Provision of issuance of Licenses<br>❖ Issuance of Certificate of Authorization to Drivers<br>❖ Registration of crew<br>❖ Issuance of Operators Certificates<br>❖ Issuance of approved tariffs for regulated services | ❖ Timely issuance of Certificate of Authorization<br>❖ Timely issuance of Operators Certificates<br>❖ Competitive tariffs |

## 2.7. Results of Service Delivery Survey

The Authority conducted service delivery survey in 2022 assessing customer feedbacks. Customers recommendations were as presented here under:-

(i) To simplify RRIMS to make it more user friendly and easy for customers so as to uplift ratings from 74% satisfaction level to 100%;
(ii) To improve licensing processing time feedback within 24 hours of lodging license application mechanism positively assessed by 74% to 100%;
(iii) To improve timeliness of service delivery to customers from the current 62% satisfaction level to 100%;
(iv) To conduct public awareness on its functions or mandates so as to raise customer awareness from the current 81% awareness level to 100%;
(v) To improve quality of its office working environment from 85% satisfaction level to 100%;
(vi) To improve quality papers for producing licenses from a 75.3% satisfaction level to 100%;
(vii) To improve staff courtesy from the current 84% customer satisfaction level to 100%; and raise customer's expectation level of service from the current 87% to 100%.

## 2.8. Critical Issues

As summarized from analysis of identified issues identified in Chapter I and II above; the following are the clusters of critical issues to be addressed in the coming period:

i) Enhancing availability of land transport services;
ii) Enhancing safety of regulated land transport services;

iii) Enhancing competition in land transport;
iv) Enhancing economic efficiency in land transport;
v) Preserving environment in land transport;
vi) Enhancing engagement with land transport stakeholders;
vii) Enhancing land transport Legal framework;
viii) Strengthening use of ICT in land transport business processes;
ix) Enhancing evidence-based regulation in land transport;
x) Strengthening international cooperation in land transport regulation;
xi) Strengthening governance in land transport services;
xii) Enhancing financial sustainability of land transport regulation;
xiii) Strengthening human resources management
xiv) Improving working environment; and
xv) Strengthening management of cross-cutting issues.

# CHAPTER THREE

# THE PLAN

**Vision**

A country with safe, reliable and ecofriendly land transport services

**Mission**

To regulate land transport services through licensing, monitoring and promoting competition for the welfare of Tanzanians

**Core Values**

a) Professionalism: We demonstrate knowledge, skills and positive attitude in our work;

b) Accountability: We endeavor to take responsibility for our actions;

c) Team work: We work together to achieve our common goals;

d) Integrity: we are honest and fair in serving our stakeholders;

e) Transparency: We perform our duties in an open and collaborative manner; and

f) Innovativeness: We strive to find better ways of adding value to our services.

## 3.0. OBJECTIVES

Objective A: Health Services improved and HIV/AIDS infections reduced

Objective B: Effective implementation of National Ant-Corruption Strategy enhanced and sustained

Objective C: Land transport service availability enhanced

Objective D: Safety and environmental preservation in land transport enhanced

Objective E: Authority Capacity to implement land transport regulation improved

## 3.1. OBJECTIVE A:Health Services improved and HIV/AIDS infections reduced

### 3.1.1 Rationale

According to the USAID fact sheet published in September 2020, the adult HIV prevalence in Tanzania is estimated at 5 percent, with HIV prevalence ranging from 0.5 percent to 11.4 percent. HIV is a generalized epidemic in Tanzania. The goal of the Government is to reach HIV epidemic control by 2030, with 95 percent of people living with the disease aware of their HIV status, 95 percent of those testing positive placed on continuous HIV treatment, and 95 percent of those on treatment reaching viral suppression. LATRA has a responsibility to continue with effort to address the pandemic in line with the national strategy to combat HIV/AIDS at workplace. Generally, major challenges include inadequate HIV/AIDS programmes, unwillingness of people to disclose their status, insufficient emphasis on non-communicable diseases, and inadequate facilities for people with special needs.

### 3.1.2 Strategy

Enhance Management of HIV/AIDS and NCDs among staff

### 3.1.3 Targets

01 HIV/AIDS policy developed and implemented by June 2025

02 NCD guideline developed and implemented by June 2025.

03 100% of disclosed affected staff provided with care and support by June 2025

.

### 3.1.4 Outcome Indicators

(i) Percent (%) of staff voluntarily tested for HIV
(ii) Percent (%) of NCD among staff

## 3.2. OBJECTIVE B: Effective implementation of National Ant-Corruption Strategy enhanced and sustained

### 3.2.1 Rationale

The Government has continued to combat corruption in the country. Despite the efforts, corruption has continued among unscrupulous public servants. Without

proper interventions, LATRA may face the challenge that may reduce efficiency in service delivery and tarnish the image of the Authority. The Ethics and Integrity Committee of LATRA helps to mitigate corruption, however incidences of doubted corruption involving staff are recurring. LATRA will continue to work to prevent corruption by implementing NACSAP III and other programs targeting to prevent corruption in order to improve services delivery and good governance.

### 3.2.2 Strategies

(i) Enhance awareness of staff on corruption
(ii) Enhance staff ethical conduct

### 3.2.3 Targets

01 Whistleblower policy implemented by June 2025

02 Anti-corruption Action plan developed by June, 2025

03 Ethics compliance framework institutionalized by June 2025

### 3.2.4 Outcome Indicator

Percent (%) change in officially reported corruption incidences

## 3.3. OBJECTIVE C: Land transport service availability enhanced

### 3.3.1 Rationale

The Tanzania Land Transport sector plays a crucial role in the growth of the economy and wellbeing of the society; it facilitates domestic and international trade, contributes to national integration, and provides access to social services. This objective aims at ensuring that the Authority plays a role of improving availability, efficiency and enhance safety of Land Transport services. Therefore, the following strategies and targets will be deployed in order to attain this Objective:

### 3.3.2 Strategies

(i) Enhance competition and economic efficiency in land transport
(ii) Enhance evidence-based regulation in land transport
(iii) Enhance engagement with land transport stakeholders

(iv) Strengthen International cooperation in land transport regulation

### 3.3.3 Targets

01 98% of requested road and railway tariffs developed by June 2025

02 80% of commercial vehicles licensed by June 2025

03 Three (3) exclusive routes created by June 2025

04 90% compliance to road licensing conditions attained by June 2025

05 100% of Terms and Conditions of service provision developed by June 2025

06 ISO certification obtained by June 2025

07 Research agenda on land transport in place by June 2025

08 50% of research agenda implemented by June 2025

09 95% Communication strategy implemented by June 2025

10 100% of customer feedbacks managed by June 2025

11 Information Centre for land transport services established by June 2025

### 3.3.4 Outcome Indicators

(i) Bus Occupancy ratio
(ii) Level of consumer satisfaction

## 3.4. OBJECTIVE D: Safety and environmental preservation in land transport enhanced

### 3.4.1 Rationale

Safety and environmental challenges are issues continuing attracting global attentions. While it is estimated that 1.3 million people are killed by road crashes every year, various studies indicate that environmental pollution contributes to

causes deaths related to non-communicable diseases. Similarly Tanzania, being part of the globe, is facing the same challenge. As part of intervention, through section 5(1) (d) of LATRA Act Cap 413, the Authority is mandated to coordinate road safety activities in Mainland Tanzania. Further section 6(g) of the same Act mandates LATRA a duty to protect and preserve environment in execution of its functions. These mandates have been incorporated into the strategic plan for easy and systematic implementation. The strategic plan has translated these mandates into various forms including cooperation with key stakeholders, monitoring of various safety aspects in land transport and certification of drivers of regulated vehicles and trains.

### 3.4.2 Strategies

(i) Improve safety of regulated vehicles;
(ii) Enhance safety of railway infrastructure and rolling stock;
(iii) Enhance safe driving; and
(iv) Enhance compliance on environmental preservation.

### 3.4.3 Targets

01 90% compliance on vehicle safety attained by June 2025;

02 90% of vehicle worthiness attained by June 2025;

03 75% of crew registered by June 2025;

04 75% of land transport safety coordination framework implemented by June 2025;

05 90% of railway safety attained by June 2025;

06 35% Commercial vehicle drivers certified & registered by 2025;

07 35% compliance to Fatigue management regulations attained by June 2025;

08 100% Train drivers certified by 2025;

09 50% environmental compliance in railways attained by June 2025;

10 75% of environmental compliance for commercial vehicles attained by June 2025.

### 3.4.4 Outcome Indicators

(i) Level of compliance in safety standards

(ii) Level of compliance in environmental standards

## 3.5. OBJECTIVE E: Authority Capacity to implement land transport regulation improved

### 3.5.1 Rationale

The implementation of land transport regulation as provided by LATRA Act Cap. 413 calls for a regulator with very strong Capacity in terms of application of ICT in its business processes, having appropriate tools and legal framework to impose strong governance on the land transport sector, excellent strategies and frameworks to ensure internal financial sustainability, strong human resource Capital with excellent working environment and strong human resource management.

In the two (2) years of its operation LATRA has faced a strong demand for adaptive ICT solutions based strong global shift toward industrial digital revolution which is highly technology driven and the COVID-19 impact which triggered accelerated technology innovation influx. The technology drive has called for the transport sector to create the environment for transportation technology platforms regulation as well as going paperless and avoiding contact based service delivery. LATRA is still highly understaffed to be able to effectively come up with excellent tools and legal frameworks in a timely manner that matches the innovation rates in the regulated sector. The same strongly contributes to poor Capacity to exploit all revenue resources effectively

Despite all the challenges, LATRA through its existing Capacity has continued to ensure the sector stays well regulated. This strategic objective centered on improving Capacity will lead to Tanzania becoming a country with safe, reliable and eco-friendly land mobility.

### 3.5.2 Strategies

(i) Strengthen use of ICT in land transport business processes;
(ii) Strengthen governance in land transport services;
(iii) Enhance land transport legal framework;
(iv) Enhance financial sustainability of land transport regulation;
(v) Strengthen human resources management;
(vi) Improve working environment.

### 3.5.3 Targets

01 Four (4) ICT Governance tools implemented by June 2025;

02 Two (2) frameworks for electronic data management implemented by June 2025;

03 Infrastructure and systems upgraded and integrated to key stakeholders by June 2025;

04 Authority's Annual plans and budgets prepared by June 2025;

05 100% of Authority's planned activities monitored and evaluated by June 2025;

06 Assurance on Governance, Risk and Internal Controls provided by June,2025;

07 90% of Authority's legal support provided by June 2025;

08 Review of three (3) legislations facilitated by June, 2025;

09 100% of stakeholders' sensitization program on legislations implemented by June 2025;

10 50% increase in revenues attained by June 2025;

11 100% unqualified audit reports attained by June 2025;

12 100% of Authority's assets managed by June 2025;

13 50% of manning level attained by June 2025;

14 90% of training plan implemented annually;

15 Four Human Resource management tools developed by 2025;

16 Head office and two (2) regional offices constructed by 2025;

17 80% of records management good practices adhered by June 2025; and

18 98% annual procurement plan implemented by June, 2025.

19 90% of working environment improved by June 2025

### 3.5.4 Outcome Indicators

i) Percent (%) Level of customer satisfaction
ii) Percent (%) change in revenue
iii) Audit opinion

# CHAPTER FOUR

# RESULT FRAMEWORK

4

## 4.0. Purpose and Structure

This chapter intends to show how the results envisioned in the LATRA strategic plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. The Results Framework shows the overall development objective, which is basically the general impact of LATRA initiatives; results chain; the results framework matrix, the monitoring plan; the planned reviews; the evaluation plan and finally the reporting plan.

Generally, the chapter provides a basis on how various interventions to be undertaken in the course of the strategic planning cycle, will lead to achievement of the development objective. It also shows how various interventions will be monitored, what kind of reviews will be undertaken over the period, and what type of evidence-based evaluation studies will be done, finally how the indicators and progress of various interventions will be reported and to which stakeholders.

### 4.1. Development Objective

The overriding objective of LATRA is 'enhanced quality of land transport services for welfare of Tanzania society. This goal represents the highest level of results envisioned by LATRA, though other key players significantly contribute towards the achievement of this development objective. Also, the availability of financial and human resources, as well as the capacity of LATRA at strategic and operational levels will influence the achievement of this development objective among others. A combination of objectives and targets in the Strategic Plan and activities and inputs in the Medium-Term Expenditure Framework (MTEF) forms the LATRA Results Chain.

### 4.2. Results Framework Matrix

This matrix contains LATRA overall Development Objective, objective codes, medium term objectives, intermediate outcomes and outcome indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives.

**Table 3: The Results Framework Matrix**

| Development Objective | Objective Codes | Medium term Objectives | Intermediate Outcomes | Outcome Indicators |
|---|---|---|---|---|
| Enhanced quality of land transport services for welfare of Tanzania society | A. | Health Services improved and HIV/AIDS infections reduced | • Increased participation in workplace health programs<br>• Reduced absenteeism related to HIV/AIDS and NCDs<br>• Increased number of staff testing for HIV and NCDs | i) % of staff voluntarily tested for HIV<br>ii) % of NCD among staff |
| | B. | Effective implementation of National Ant-Corruption Strategy enhanced and sustained | • Reduced corruption incidences/complaints<br>• Increased staff awareness on corruption<br>• Increased disclosure on corruption incidents<br>• Reduced unethical cases<br>• Positive customer feedback | % change in officially reported corruption incidences |
| | C. | Availability of land transport services enhanced | • Increased number of licenses issued<br>• Improved quality of service<br>• Diversified land transport services<br>• Increased number of routes<br>• Increased consumer satisfaction | i) Bus Occupancy ratio<br>ii) Level of consumer satisfaction |
| | D. | Safety and environmental preservation in land transport enhanced | • Increased safety compliance<br>• Reduced number of accidents<br>• Increased environmental compliance<br>• Increased vehicles using clean energy | i) Level of compliance in safety standards<br>ii) Level of compliance in environmental standards |

| Development Objective | Objective Codes | Medium term Objectives | Intermediate Outcomes | Outcome Indicators |
|---|---|---|---|---|
| | E. | Institutional Capacity to regulate land transport improved | • Increased usage of ICT in service delivery<br>• Increased staff competence<br>• Improved stakeholder awareness on regulatory instruments<br>• Improved employee satisfaction<br>• Increased revenues<br>• Enhanced internal controls | i) Level of customer satisfaction<br>ii) % change in revenue<br>iii) Audit opinion |

### 4.3. Monitoring, Reviews and Evaluation Plan

This subsection details Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering 2.5 years reviewed strategic planning cycle from 2023/23 to 2024/25.

### 4.4. Monitoring Plan

The Monitoring Plan consists of indicators, indicator description, baseline, indicator target values, data collection, and methods of analysis, indicator reporting frequencies and the officers who will be responsible for data collection, analysis and reporting.

**Table 4: The Monitoring Plan**

| S/No | Indicator | Indicator Description | Baseline | | Indicator Target Value | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Date | Value | Year | Year | Year | Year | Year | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | | | | |
| | % of staff voluntarily tested for HIV | This Indicator intends to measure HIV awareness among staff Calculated as X /Y*100 where X= Total number of employees voluntarily tested for HIV and Y= Total number of employees | June 2020 | 48% | 14% | 16% | 23% | 25% | 30% | LATRA | Documentary review | Annual | Medical Report | Annual | DCS |
| | % of NCD among staff | This Indicator intends to measure level of NCDs among staff | | 0% | 0% | 0% | 0% | 0% | 0% | LATRA | Documentary review | Biannual | Medical report | Biannual | DCS |

| S/No | Indicator | Indicator Description | Baseline | | Indicator Target Value | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Date | Value | Year | Year | Year | Year | Year | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | | | | |
| | | Calculated as X/Y*100 where X= Number of employees disclosed NCDs and Y= Total number of employees | | | | | | | | | | | | | |
| | % change in officially reported corruption incidences | This indicator measures effectiveness of corruption initiatives among staff<br><br>Calculated as<br><br>(X-Y)/Y*100; Where X = cases in current period and Y = cases | June 2020 | 0% | 0% | 0% | 0% | 0% | 0% | LATRA | Document review | Quarterly | Complaints Register | Quarterly | DCS |

| S/No | Indicator | Indicator Description | Baseline | | Indicator Target Value | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Date | Value | Year | Year | Year | Year | Year | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | | | | |
| | | in previous period | | | | | | | | | | | | | |
| | Average Bus Occupancy ratio | This indicator intends to establish Capacity utilization of bus services<br><br>Calculated as X/Y*100 where X is carried passengers, Y is carrying Capacity | June 2020 | 87% | 86% | 85% | 80% | 80% | 80% | LATRA | Survey/<br><br>Documentary Review | Quarterly | Survey Report<br><br>System reports | Quarterly | DER |
| | Level of consumer satisfaction | This Indicator intends to measure quality of regulated services Calculated as X/Y*100 where X= | June, 2020 | 68% | 71% | 74% | 81% | 90% | 95% | LATRA | Survey | Biannually | Survey Report | Annually | DER |

| S/No | Indicator | Indicator Description | Baseline | | Indicator Target Value | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Date | Value | Year | Year | Year | Year | Year | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | | | | |
| | | Number of consumers satisfied on regulated services and Y= Total number of surveyed consumers | | | | | | | | | | | | | |
| | Level of compliance in safety standards | This indicator intends to establish level of safety in land transport services; whereas compliance level of 50% is desirable<br><br>Calculated as X/Y*100<br><br>Where<br><br>X= Number of | June, 2020 | 50% | 60 | 65 | 70% | 76 | 80% | LATRA | Survey<br><br>Documentary review | Regularly | Quarterly | Inspection Reports<br><br>Monitoring Reports | DSE |

| S/No | Indicator | Indicator Description | Baseline | | Indicator Target Value | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Date | Value | Year | Year | Year | Year | Year | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | | | | |
| | | safety compliant vehicles<br><br>Y = Number of inspected vehicles | | | | | | | | | | | | | |
| | Level of compliance in environmental standards | This Indicator intends to establish level of environmental preservation in land transport services; whereas compliance level of 50% is desirable<br><br>Calculated as X/Y*100 where X= Number of environment- | June 2020 | 60% | 70% | 72% | 76% | 80% | 85% | LATRA | Survey | Quarterly | Survey report | Quarterly | DSE/DRR |

| S/No | Indicator | Indicator Description | Baseline | | Indicator Target Value | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Date | Value | Year | Year | Year | Year | Year | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | | | | |
| | | compliant vehicles<br><br>Y= Total number of inspected vehicles | | | | | | | | | | | | | |
| | % change in revenue | This indicator intends to measure Capacity to finance regulatory activities Calculated as (X-Y)/Y*100 where X= Revenue in current year and Y= Revenue in the base year | June 2020 | 8.2% | 8.2% | 20.2% | 46.3% | 82.5% | 91.5% | LATRA | Documentary review | Quarterly | MUSE report | Quarterly | DCS |

| S/No | Indicator | Indicator Description | Baseline | | Indicator Target Value | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Date | Value | Year | Year | Year | Year | Year | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | | | | |
| | Audit opinion | This indicator measures institutional compliance to International Public Sector Accounting Standards (IPSAS). | June 2020 | Unqualified | Unqualified | Unqualified | Unqualified | Unqualified | Unqualified | NAOT | Documentary review | Annually | CAG Audit report | Annually | DCS |

### 4.5. Planned Reviews

These are planned review meetings, planned milestones reviews and planned rapid appraisals as follows:

### 4.6. Review Meetings

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

Table 5: **Planned Review Meetings**

| S/No | Type of Meeting | Frequency | Designation of Chairperson | Participants |
|---|---|---|---|---|
| 1. | Board Meeting | Quarterly | Board Chairperson | Board Members and Director General |
| 2. | Management Meeting | Monthly | Director General | Directors, Head of Units and Managers |
| 3. | Departmental/Unit Meeting | Monthly | Director/Head of Unit | Departmental/Unit staff |
| 4. | Section Meetings | Every two weeks | Manager | Section staff |
| 5. | Workers Council | Semi-Annually | Director General | Workers Council Members, Trade Union representatives |
| 6. | Tender Board Meeting | Quarterly | Tender Board Chairperson | Tender Board Members |
| 7. | ICT Steering Committee Meeting | Quarterly | Director General | Committee Members |
| 8. | Integrity and Ethics Committee Meeting | Quarterly | Committee Chairperson | Committee Members |
| 9. | Risk Management Committee Meeting | Quarterly | Committee Chairperson | Committee Members |
| 10. | Management Appointment Committee Meeting | Annually | Committee Chairperson | Committee Members |
| 11. | Quality Management System Committee Meeting | Quarterly | Committee Chairperson | Committee Members |
| 12. | Internal Audit Entry and Exit Meeting | As need arise | CIA | Audit Client |
| 13. | Safety Coordination Meeting | Monthly | Director General | Representatives from safety stakeholders |
| 14. | Staff Loans Committee Meeting | Quarterly | Director of Corporate Services | Committee members |
| 15. | Budget Committee Meeting | Quaterly | Director General | Directors, Head of Units and Managers |
| 16. | Workplace HIV/AIDS and NCD Committee Meeting | Annually | Director of Corporate Services | Committee members |
| 17. | Milestone Review Meeting | Bi-annually | Director General | Directors, Head of Units and Managers |
| 18. | Staff Meeting | Annually | Director General | All staff |

### 4.7. Rapid Appraisals

This subsection includes description of rapid appraisals to be implemented within specified timeframe of the plan,

appraisal questions, methodology and responsible person as indicated in Table xx.The rapid appraisal aims to collect, gather, analyze, assess and report relevant information to decision-makers within a short time.

## Table 4: RAPID APPRAISALS

### 4.8. Planned Milestones Reviews

Milestone review will focus on determining whether the planned activities are moving towards achieving the annual targets and will assess whether they are on track, off track, or at risk. The review findings will be used to adjust implementation strategies whenever necessary. The respective Directors/Heads of Units will take a lead in the review process. The specific planned milestones; timeframes and the responsible Divisions are detailed in Table below:

Table 6: **Rapid Appraisals Matrix**

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| 1. | Assessment on diversity and inclusiveness in land transport services provision | This assessment intends to establish needs and expectations of diverse groups in accessing land transport services | i) Are available land transport services accessible to diverse groups?<br>ii) What are challenges in diverse groups accessing services?<br>iii) What are regulatory gaps in provision of land transport services for diverse groups?<br>iv) Who are key stakeholders in ensuring access to transport services by diverse groups?<br>v) What can be improved? | • Questionnaire<br>• Interviews<br>• Documentary review<br>• Focus Group Discussions | Nov,2023 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| 2. | Assessment on investment in land transport services | This study intends to assess growth and economic contribution of land transport services | i. What is the value of invested Capital in land transport services?<br>ii. What is the value of assets in the land transport services?<br>iii. What are the main sources of Capital for investing in land transport services?<br>iv. What are the regulatory challenges in attracting investment in land transport sector?<br>v. What areas of operations require critical investments for sustainability of land transport services?<br>vi. What challenges affect sustainability of investments in land transport services?<br>vii. What is the contribution of land transport services investment to the national economy? | • Survey | Dec, 2023 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| 3. | Assessment on demand and supply of regulated services | This assessment intends to establish gap between licensed vehicles and actual needs of passenger transport services | i. What are the characteristics of route demand?<br>ii. Are the licensed passenger service vehicles adequate to meet quantitative and qualitative user needs?<br>1. What is the contribution of competing types of passenger services in balancing the need for service | Survey<br>Observation | June 2025 | DER |
| 4. | Feasibility study on establishing Vehicle Inspection Centres (VIC) under Public-Private Partnership<br><br>mechanism of ascertaining safety of vehicles | This study intends to establish viability of assessing road worthiness of vehicles under PPP arrangement | i. What is the best PPP approach for financing and operating vehicle inspection center?<br>ii. What is the appropriate technology needed for vehicle inspection centers?<br>iii. What is the financial viability of establishing vehicle inspection centres under selected PPP approach?<br>iv. What legal gaps need to be addressed to ensure | • Study tours<br>• Field surveys<br>• Stakeholders views<br>• Documentary reviews | April, 2024 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| | | | smooth conduct of this arrangement? | | | |
| 5. | Customer Satisfaction Survey | This survey intends to assess efficiency of systems and procedures in serving employees and customers | i. How do employees assess the working culture of LATRA?<br>ii. How do employees assess team-work with co-workers?<br>iii. How to employees assess their working with superiors?<br>iv. What are employees assessment of opportunities for Capacity building and career development<br>v. How do employees assess their working environment and working tools?<br>vi. How do employees rate availability of employee welfare and health programs?<br>vii. What are customer feedbacks on LATRA employees customer-care?<br>viii. What are customer feedbacks on | • Survey<br>• Observation<br>• Benchmarking<br>• Field surveys | Dec ,2024 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| | | | timeliness of services provided by LATRA?<br>ix. What are customer feedbacks on automated services?<br>x. How accessible are LATRA services to customers?<br>xi. How do customers assess the media used by LATRA to deliver education?<br>xii. How do employees assess payment procedures of LATRA?<br>xiii. What challenges do customers face in accessing LATRA services?<br>xiv. What is the level of institutional self-assessment?<br>xv. What needs to be improved in service delivery?<br>xvi. To what extent has automation improved service delivery? | | | |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| 6. | Assessment on Cable Transport Services regulatory framework | This study aims to establish basis for facilitating preparation of legislative instruments in regulating cable transport services | i. To what extent is the need for cable transport services requiring regulation?<br>ii. Are there national policies and legislations that guide regulation of cable transport?<br>iii. What are Capacity gaps in regulating cable transport?<br>iv. Are the existing policies and legislative frameworks sufficient to guide regulation of cable transport?<br>v. What are best practices in regulating cable transport?<br>vi. What is the recommended framework for regulating cable transport? | Survey<br>Documentary reviews<br>Focus Group discussions<br>Study tours | Dec 2024 | DER |
| 7. | Study on utilization of clean energy in land transport Services | This study intends to establish basis for promoting use of clean energy as in land transport | i. What are the available sources of clean energy in Tanzania?<br>ii. What is the land transport operators' level of awareness on clean energy?<br>v. What are the benefits of using clean energy? | • Study tours<br>• Documentary reviews<br>• Field surveys<br>• Stakeholders views | Dec, 2024 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| | | | vi. What are the challenges of using clean energy?<br>vii. What are the recommendations for promoting clean energy in land transport? | | | |
| 8. | Assessment on Inter Urban Bus Service Provision | This study seeks to establish basis for enhancing sustainability of Inter-urban Bus Service Provision | i. What are the motivating factors for entering and exiting the regulated market of inter-urban transport service?<br>ii. What is the rate of entry and exit in the market of inter-urban transport services?<br>iii. What are the socio-economic impacts of exiting from provision of inter-urban bus services?<br>iv. How effective are the existing operational management of inter-urban land transport services?<br>v. What are the best practices of efficient operators?<br>vi. What contribute to business failures? | Survey<br>Documentary reviews<br>Focus Group discussions | June 2024 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| | | | vii. What are the areas of improvement in regulatory function? | | | |
| 9. | Assessment of Intermodal linkages in Land Transport Services | This Study intends to establish basis for creating enabling environment for linking several modes of transport service provision | i. What is the level of stakeholders' awareness on Intermodal Land Transport Services?<br>ii. What are the benefits of Intermodal Land Transport Services?<br>iii. What are the existing challenges of enabling Intermodal Land Transport Services?<br>iv. What are the best practices for regulating intermodal transport services?<br>v. To what extent do national policies and legislations guide Intermodal Transport Services? | • Surveys<br>• Focus Group Discussions<br>• Study tours<br>• Documentary reviews | June, 2025 | DER |
| 10. | Assessment on Competitiveness of Dar es Salaam Corridor | This study intends to establish performance of land transport route connecting Dar-es-Salaam with Zambia, Malawi and DRC (Dar-es-Salaam Corridor) | i. What are the barriers of using the Dar-es-Salaam Corridor?<br>ii. What are the experiences of transit freight operators?<br>iii. How is the performance of Dar-es-Salaam | Survey<br>Documentary reviews<br>Focus Group Discussions<br>Study Tours | December 2023 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| | | | Corridor compared with other corridors?<br>iv. What are the recommendations for promoting the Dar-es-Salaam Corridor? | | | |
| 11. | Assessment on availability of Land Transport Services in Rural Areas | This Study intends to assess the level of access to Land Transport Services in Rural Areas | i. What are characteristics of rural land transport services?<br>ii. What are user requirements of rural transport services?<br>iii. What are the types of transport services available?<br>iv. What is the level of availability of rural land transport services?<br>v. What is the level of reliability of existing rural land transport services?<br>vi. What are the challenges facing rural land transport services?<br>vii. What are the recommendation to improve rural land transport services? | • Surveys<br>• Stakeholders discussions<br>• Documentary reviews | Dec, 2024 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| 12. | Assessment on Provision of Commuter Transport Services in Major cities | This study seeks to establish basis for enhancing commuter Service Provision | i. What are the motivating factors for entering and exiting the regulated market of commuter transport service?<br>ii. To what extent are the existing modes and types of commuter transport services safe?<br>iii. How effective are the existing operational management of commuter service operators?<br>iv. What is the rate of entry and exit in the market of commuter transport services?<br>v. What are the socio-economic impacts of exiting from provision of commuter transport services?<br>vi. What are the best practices of efficient operators?<br>vii. What contribute to business failures? | Survey<br>Documentary reviews<br>Focus Group discussions<br>Study tours | Sept, 2024 | DER |

| SN | Rapid Appraisal | Description | Appraisal Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| | | | viii. What is the level of preparedness of operators in forming companies and cooperative societies?<br>ix. What are the areas of improvement in regulatory function? | | | |

Table 7: **The Planned Milestones Review Matrix**

| Years | Planned Reviews | Milestone | Timeframe | Responsible Person |
|---|---|---|---|---|
| **Year I 2023/24** | **One Planned Review** | HIV/AIDS Policy prepared | Sept 2023 | DCS |
| | | ISO certification attained | June 2024 | CIA |
| | | Anti- Corruption Action Plan developed | Sept 2023 | DCS |
| | | 1 exclusive license for bus service issued | Dec, 2023 | DRTR |
| | | Communication strategy approved | Sept, 2023 | HPRC |
| | | Feasibility study for establishing Vehicle Inspection Centres conducted | June 2024 | DRTR |
| | | 50% of crew of licensed vehicles registered | June 2024 | DSEC |
| | | 50% Commercial vehicle drivers of licensed vehicles certified | June 2024 | DSEC |
| | | 50% Railway drivers certified | June 2024 | DSEC |
| | | ICT Governance Documents approved | Oct, 2023 | HICT & DM |
| | | Accounting procedures manual developed | Oct, 2023 | DCS |
| | | 34 staff recruited | Sept, 2023 | DCS |
| | | 4 Guiding Human Resource documents developed | July 2023 | DCS |
| | | Consultant and contractor for Head Office building acquired | June 2024 | DCS |
| | | One regional Office building constructed | June 2024 | DCS |
| | | Revenue increased by 25% | June 2024 | DCS |
| **Year II 2024/25** | One planned review | 2 exclusive licenses for bus services issued | June 2025 | DRTR |
| | | Investors for establishing Vehicle Inspection Centers procured | June 2025 | DRTR |
| | | 75% of crew of licensed vehicles registered | June 2025 | DRTR |
| | | 75% drivers of licensed vehicles certified | June 2024 | DSEC |
| | | 75% Railway drivers certified | June 2024 | DRR |
| | | 3 Legislations reviewed | June 2024 | HLS |

| Years | Planned Reviews | Milestone | Timeframe | Responsible Person |
|---|---|---|---|---|
| | | 10% construction of Head Office building attained | June 2025 | DCS |
| | | One regional Office building constructed | June 2025 | DCS |

### 4.9. Evaluation Plan

The evaluation plan is a roadmap that identifies evaluation studies to be conducted during the plan, description of each evaluation, evaluation questions, methodology, timeframe and the responsible person. Five evaluation studies in total will be conducted over the period of five years and intends to obtain evidence as to whether the interventions implemented during strategic planning cycle have led to the achievement of the results as envisioned. The Evaluation Plan Matrix is detailed in Table 7 in the next page.

Table 8: **Evaluation Plan Matrix**

| Sn | Evaluation | Description | Evaluation Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| 1. | Impact evaluation of land transport safety initiatives | This study intends to establish the safety outcomes on initiatives targeting drivers and vehicles in land transport | i. What is the contribution of Vehicle Tracking System in reducing road crashes and their impacts?<br>ii. To what extent does enforcement of penalties regulate driving behaviors?<br>iii. What are the economic and other benefits of using VTS to the operators?<br>iv. What challenges that operators connected to VTS encounter?<br>v. How effective are VTD vendors in their contractual obligations?<br>vi. What is the contribution of drivers on road and railway accidents and incidences?<br>vii. Do certified drivers perform better on road safety? | Documentary review<br>Survey | Dec, 2023 | DSE and DRR |
| 2. | Effectiveness of revenue collection strategies | This study intends to evaluate the approaches | i) What is the contribution of various sources of revenues?<br>ii) What are the lessons from the newly | Documentary reviews<br>Surveys | Dec 2024 | DCS and DIA |

| Sn | Evaluation | Description | Evaluation Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| | | used to strengthen institutional financial Capacity | established sources of revenues?<br>iii) What are the successes and challenges of various revenue collection approaches?<br>iv) What are the untapped sources of revenues?<br>v) How does technology enhance revenue collection? | Focus Group discussions | | |
| 3. | Evaluation of land transport service provision | This study intends to assess availability, access and efficiency of land transport service provision | i) How do consumers assess availability and access of regulated services?<br>ii) To what extent do available types and magnitude of services meet consumer needs?<br>iii) How do consumers assess reliability of regulated services?<br>iv) How do consumers assess fares of regulated services?<br>v) What are consumers experiences on complaint handling mechanisms?<br>vi) What are consumer views on access to regulated services?<br>vii) How do consumers rate drivers and crew on customer-care?<br>viii) To what extent do regulatory functions enhance availability of services?<br>ix) What are the impacts of anti-competitive practices in regulated services?<br>x) What is the level of awareness on regulated services among stakeholders?<br>xi) What are challenges of ensuring availability of land transport services? | Survey<br>Documentary review | June 2024 | DER |
| 4. | Evaluation of institutional HIV/AIDS policy | This evaluation intends to assess impact of HIV/AIDS and NCD | i) How effective are the structures of overseeing HIV/AIDS and NCD programs?<br>ii) What is the level of participation of | Documentary reviews Survey | June, 2024 | DCS |

| Sn | Evaluation | Description | Evaluation Questions | Methodology | Timeframe | Responsible Person |
|---|---|---|---|---|---|---|
| | Evaluation of programs on HIV/AIDS and NCD | programs for employees | employees in NCD programs?<br>iii) To what extent are resources adequate to implement HIV/AIDS and NCD programs?<br>iv) What challenges encountered in implementation of NCD programs and institutional HIV/AIDS policy?<br>v) What are the perceptions of employees on institutional HIV/AIDS policy and NCD program?<br>vi) What are observed behavioral changes of employees related to NCD and HIV/AIDS? | | | |
| 5. | Evaluation of ethics program | This study intends to evaluate initiatives of promoting ethics and fighting corruption at workplace | i) How effective is Whistleblower policy?<br>ii) What is the implementation status of institutional anti-corruption action plan?<br>iii) To what extent are resources adequate to implement anti-corruption and ethics programs?<br>iv) What are the observed changes among employees related to corruption and ethics?<br>v) What are the challenges of implementing anti-corruption and ethics programs? | Documentary reviews Survey | June, 2024 | DIA |

### 4.10. Reporting Plan

This sub-section details the Reporting Plan which contains the internal and external reporting plans. The reporting plan is in accordance with statutory requirements or as may be required from time to time.

### 4.11. Internal Reporting Plan

This plan will involve preparation of the reports that will be prepared on weekly, quarterly, semiannually, annually or on demand basis as may be required from time to time. The Reporting Plan is detailed Table xx

Table 9: **Internal Reporting Plan**

| S/N | Type of Report | Recipient | Frequency | Responsible Person |
|---|---|---|---|---|
| 1. | Performance report | Management/Board | Quarterly | DER/DG |
| 2. | Internal audit | Audit Committee/Board | Quarterly | CIA |
| 3. | Risk management | Management | Quarterly | Risk Committee Chairperson |
| 4. | Performance appraisal | Management/Board | Annually | DCS/DG |
| 5. | Quality management | Management/Board | Bi-annually | CIA |

**External Reporting Plan**

This plan will involve preparation of reports that will be submitted to various LATRA stakeholders in accordance with the statutory requirements as be required

Table 10: **External Reporting Plan**

| S/N | Type of Report | Recipient | Frequency | Responsible Person |
|---|---|---|---|---|
| 1. | Railway infrastructure, equipment and operations inspection report | MoWT | Annually | DG |
| 2. | Railway passenger inspection report | MoWT | Bi-annual | DG |
| 3. | Railway environmental inspection report | MoWT | Annually | DG |
| 4. | Performance report | MoWT/Parliament/OTR | Quarterly | DG |
| 5. | Joint transport sector review | MoWT | Annually | DG |
| 6. | Performance contract report | OTR | Annual | Board Chairperson |

| | | | | |
|---|---|---|---|---|
| 7. | Performance contract report | MoWT | Quarterly | DG |
| 8. | Audited financial statements | Parliament/Public | Annually | DG |
| 9. | Parliamentary Committee report | Parliamentary Committees | Annually | DG |
| 10. | Internal Audit Report | Internal Auditor General | Quarterly | CIA |
| 11. | Annual Audit Committee Report | Internal Auditor General | Annual | Audit Committee Chairperson/Board |

### 4.12. Relationship between Results Framework, Results Chain, and M&E

**Level 1 – Inputs**

The first level of the Results Framework tracks the allocation and use of resources for various activities. Resources availability will be reviewed on quarterly basis and will be reported in respective implementation reports.

**Level 2 – Activities**

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. Activities will be reviewed on quarterly basis and will be reported in quarterly reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality or are not contributing to outputs.

**Level 3 – Outputs**

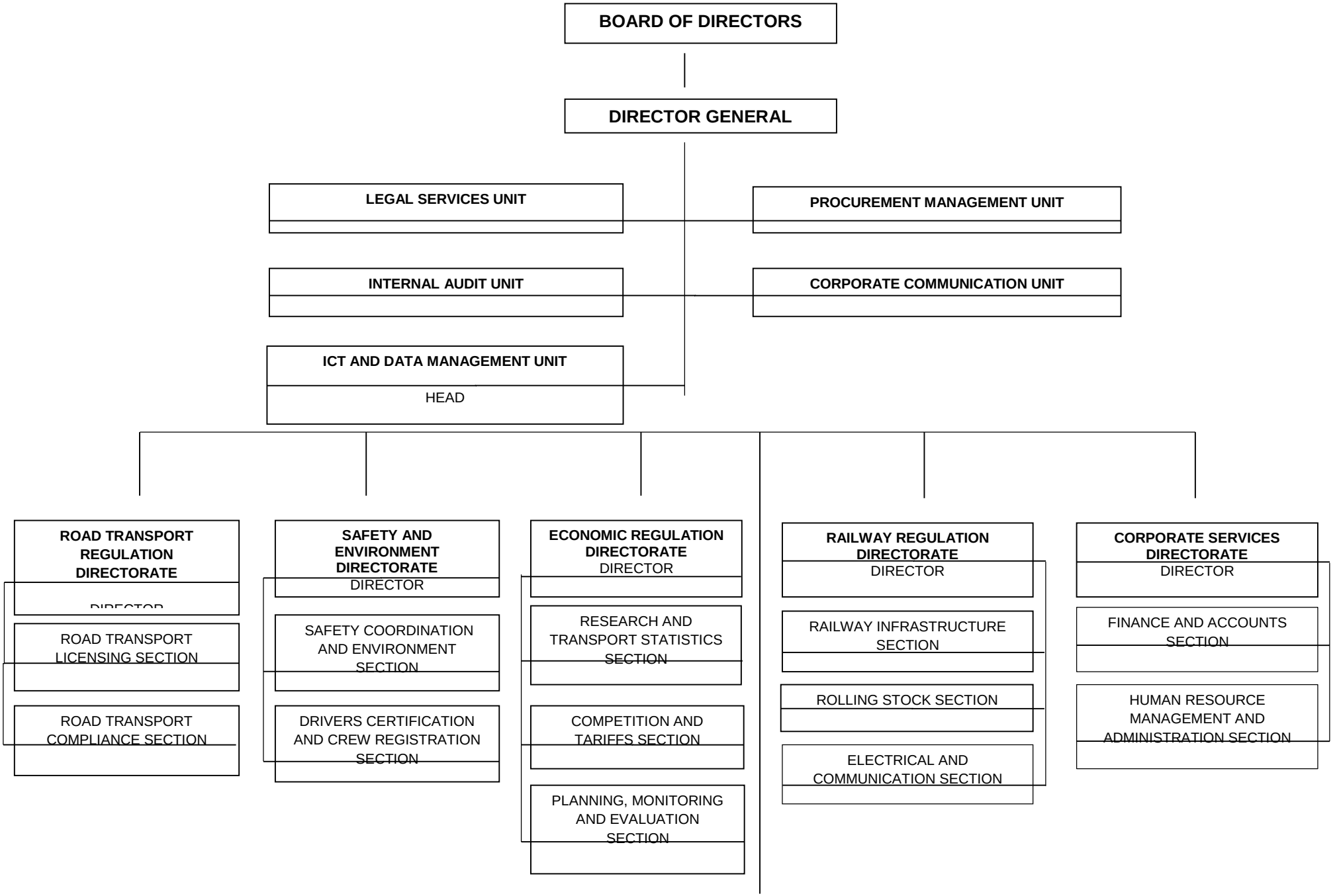
The third level of the Results Framework tracks the realization of the outputs that LATRA produces and which are attributed solely to LATRA. Outputs or milestones, which have significant impact on achievement of the objectives, will be reviewed and reported quarterly. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

**Level 4 - Outcomes**

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to LATRA alone as there will be several players contributing to these outcomes.

# Organizational Chart

**Annex I**



**Annex II**

## Strategic Plan Matrix

| Objective Code | Objective | Strategies | Target | Responsible person | Outcome Indicator |
|---|---|---|---|---|---|
| A | HIV/AIDS Infections and NCDs Reduced and Supportive Services Improved | Enhance Management of HIV/AIDS and NCDs among staff | HIV/AIDS policy developed and implemented by June 2025 | | % of staff voluntarily tested for HIV |
| | | | NCD guidelines developed and implemented by June 2025. | DCS | % of NCD among staff |
| | | | 100% of disclosed affected staff provided with care and support by June 2025. | DCS | |
| B | Implementation of National Anti-Corruption Strategy Enhanced and Sustained | Enhance awareness of staff on corruption | Whistleblower policy implemented by June, 2025 | DCS | % change in officially reported corruption incidences |
| | | | Anti -corruption Action plan developed and implemented by June, 2025. | DCS | |
| | | Enhance staff ethical conduct | Ethics compliance framework institutionalized by June 2025. | DCS | |
| C | Land transport service availability enhanced | Enhance competition and economic efficiency in land transport | 96% of requested road and railway tariffs developed by June 2025 | DER | Bus occupancy ratio |
| | | | 80% of commercial vehicles licensed by June 2025 | DRTR | Level of consumer satisfaction |
| | | | Three (3) exclusive routes created by June 2025 | DRTR | |
| | | | 90% compliance to road licensing conditions attained by June 2025 | DRTR | |
| | | | 100% of Terms and Conditions of service provision developed by June 2025 | DER | |

| Objective Code | Objective | Strategies | Target | Responsible person | Outcome Indicator |
|---|---|---|---|---|---|
| | | | ISO certification obtained by June 2025 | HIA | |
| | | Enhance evidence-based regulation in land transport | Research agenda on land transport in place by June 2025 | DER | |
| | | | 50% of research agenda implemented by June 2025 | DER | |
| | | Enhance engagement with land transport stakeholders | Communication strategy implemented by June 2025 | HCC | |
| | | | 100% of customer feedbacks managed by June 2025 | DCS | |
| | | | Information centre for land transport services established by June 2025 | HCC | |
| D | Safety and preservation of environmental in land transport enhanced | Improve safety of regulated vehicles | 50% compliance on vehicle safety attained by June 2025 | DRTR | Level of compliance in safety standards |
| | | | 50% of vehicle worthiness attained by June 2025 | DRTR | |
| | | | 75% of crew registered by June 2025 | DRTR | Level of compliance in environmental standards |
| | | | 75% of land transport safety coordination framework implemented by June 2025 | DRTR | |
| | | Enhance safety of railway infrastructure and rolling stock | 90% of railway safety attained by June 2025 | DRR | |
| | | Enhance safe driving | 35% Commercial vehicle drivers certified & registered by 2025 | DRTR | |
| | | | 35% compliance to Fatigue management regulations attained by June 2025 | | |

| Objective Code | Objective | Strategies | Target | Responsible person | Outcome Indicator |
|---|---|---|---|---|---|
| | | | 100% Train drivers certified by 2025 | | |
| | | Enhance compliance on environmental preservation | 50% environmental compliance in railways attained by June 2025 | DRR | |
| | | | 75% of environmental compliance for commercial vehicles attained by June 2025 | DRTR | |
| E | Authority Capacity to implement land transport regulation improved | Strengthen use of ICT in Authority's business processes | Four (4) ICT Governance tools implemented by June 2025 | HICTDM | Level of customer satisfaction |
| | | | Two (2) frameworks for electronic data management implemented by June 2025 | | % change in revenues |
| | | | ICT infrastructure and systems upgraded and integrated to key stakeholders by June 2025. | HICTDM | Audit opinion |
| | | Strengthen governance in land transport services | Authority's Annual plans and budgets prepared by June 2025 | DER | |
| | | | 100% of Authority's activities monitored and evaluated by June 2025 | DER | |
| | | | Assurance on Governance, Risk and Internal Controls provided by June 2025 | HIA | |
| | | Enhance land transport legal framework | 90% of Authority's legal support provided by June 2025 | HLS | |
| | | | Review of three (3) legislations facilitated by June, 2025. | HLS | |

| Objective Code | Objective | Strategies | Target | Responsible person | Outcome Indicator |
|---|---|---|---|---|---|
| | | | 100% of stakeholders' sensitization program on legislations implemented by June 2025 | HLS | |
| | | Enhance financial sustainability for land transport regulation | 50% increase in revenues attained by June 2025 | DCS | |
| | | | 100% unqualified audit reports attained by June 2025 | DCS | |
| | | | 100% of Authority's assets managed by June 2025 | DCS | |
| | | Strengthen human resources management | 50% of manning level attained by June 2025 | DCS | |
| | | | 90% of training plan implemented annually | DCS | |
| | | | Four Human Resource management tools developed by 2025 | MHRA | |
| | | Improve working environment | Head office and two (2) regional offices constructed by 2025. | DCS | |
| | | | 80% of records management good practices adhered by June 2025 | DCS | |
| | | | 98% annual Procurement plan implemented by June, 2025 | HPMU | |

**Annex III**

**DETAILED STRATEGIC PLAN MATRIX**

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| A | HIV/AIDS Infections and NCDs Reduced and Supportive Services Improved | Enhance Management of HIV/AIDS and NCDs among staff | HIV/AIDS policy developed and implemented by June 2025. | DCS | % of staff voluntarily tested for HIV | • To prepare LATRA HIV/AIDS policy<br>• To provide NCDs awareness seminar to staff annually<br>• To monitor implementation of LATRA HIV/AIDS Policy | • Conduct documentary review of other institutions.<br>• Engage TACAIDS and experts.<br>• |
| | | | | | % of NCD among staff | | |
| | | | NCD guidelines developed and implemented by June 2025. | | | • To review institutional guidelines on NCDs.<br>• To implement NCD prevention program for staff<br>• To organize and participate in Bonanzas.<br>• To monitor implementation of NCD program | • To engage MoH and experts<br>• To establish facility for physical exercises (gym)<br>• |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | 100% of disclosed affected staff provided with care and support by June 2025. | DCS | | • To establish collaboration mechanism with HIV/AIDS stakeholders<br>• To provide HIV/AIDS awareness to staff<br>• To sensitize staff on voluntary HIV testing<br>• To provide HIV protective gears in LATRA offices<br>• To review existing support for staff living with HIV.<br>• To monitor HIV support | • Contact stakeholders (NGOs, TACAIDS, Hospitals) |
| • B | Implementation of National Anti-Corruption Strategy Enhanced and Sustained | Enhance awareness of staff on corruption | Whistleblower policy implemented by June, 2025. | DCS | % change in officially reported corruption incidences | • To prepare Whistle-blower policy for LATRA<br>• To provide awareness on Whistle blower policy<br>• To monitor and review whistle-blower reports | • |
| | | | Anti -corruption Action plan developed and | DCS | | • To prepare anti-corruption action plan | • Organize review meetings<br>• Organize awareness seminars |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | implemented by June, 2025. | | | • To Provide awareness to staff on anti-corruption action plan<br>• To monitor and review anti-corruption action plan | |
| | | Enhance staff ethical conduct | Ethics compliance framework institutionalized by June 2025. | DCS | | • To facilitate Ethics and integrity Committee activities<br>• To provide ethics awareness to staff<br>• Prepare Ethics compliance framework for LATRA | • To engage expertise from relevant Authorities |
| C | Land transport service availability enhanced | Enhance competition and economic efficiency in land transport | 96% of requested road and railway tariffs developed by June 2025 | DER | Bus occupancy ratio<br><br>Level of consumer satisfaction | • - To set tariff for requested applications<br>• - To monitor tariff compliance<br>• - To develop costing models for tariff setting | • To conduct monthly tariff monitoring surveys<br>• To prepare tariff survey reports<br>• To conduct tariff benchmarking<br>• To collect and analyze costing data<br>• To organize stakeholders consultative meetings |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | | • To conduct stakeholders tariff views analysis<br>• To prepare tariff orders<br>• To disseminate tariff orders<br>• To engage consultant for developing cost modelling<br>• To collect costing data and information<br>• To conduct analysis of tariff sensitivity<br>• To conduct analysis of legislations affecting tariff |
| | | | 80% of commercial vehicles licensed by June 2025 | DRTR | | • To license commercial vehicles<br>• To monitor implementation of MoU with LGAs<br>• To establish potential number of motorcycles for licensing<br>• To develop licensing guidelines<br>• To facilitate bilateral and multilateral meetings on road transport | • Organize meeting for preparation of licensing guidelines<br>• To conduct visits to LGAs for review of MoUs<br>• To conduct reconciliation of licenses against revenues from LGAs<br>• To conduct surveys on number of potential motorcycles and tricycles<br>• To provide awareness to LGAs on licensing of motorcycles and tricycles |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | | • To facilitate TTTFP meetings<br>• To facilitate bilateral Joint committee meetings<br>• To facilitate activities of bilateral route management group |
| | | | Three (3) exclusive routes created by June 2025 | DRTR | | • To eestablish mechanism for exclusive route licensing<br>• To provide exclusive route licenses | • To facilitate review of regulations for exclusive licensing<br>• To prepare guidelines for exclusive licensing<br>• To procure operators for exclusive licenses<br>• To prepare performance contract for exclusive licenses<br>• To conduct study tour on exclusive route licensing<br>• To provide awareness to stakeholders<br>• To conduct stakeholder meetings |
| | | | 90% compliance to road licensing conditions attained by June 2025 | DRTR | | • To conduct roadside compliance inspections<br>• To monitor performance contract of exclusive routes<br>• To conduct assessment of | • To conduct compliance visits to LGAs<br>• To prepare performance reports of compliance of MoUs with LGAs<br>• To prepare performance reports |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | performance of MoUs with LGAs | of compliance of exclusive licenses<br>• To prepare quarterly inspection plan for joint and regional inspections<br>• To conduct joint inspections<br>• To conduct regional inspections<br>• To conduct impromptu inspections |
| | | | 100% of Terms and Conditions of service provision developed by June 2025 | DER | | • To provide system service<br>• To develop performance indicators for BRT<br>• To develop performance indicators for TRC<br>• To develop performance indicators for TAZARA<br>• To conduct review performance benchmarks (standards)<br>• To develop rules for Quality of service of passenger vehicles | •<br>• To prepare KPIs<br>• To organize stakeholder review meetings<br>• To Conduct comparative study in BRT performance Terms<br>• To Conduct comparative study on railway performance Terms<br>• To collect and analyse railway performance data<br>• To conduct analysis of legislations affecting performance<br>• To prepare technical meeting to develop the Rules for Quality |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | | of service of passenger vehicles<br>• -Submit the Draft Rules to the Board for approval |
| | | | ISO certification obtained by June 2025 | HIA | | • To facilitate Documentation of business processes<br>• To review business processes<br>• To audit businesses processes | • To collect information on business processes<br>• To organize and facilitate QMS Committee<br>• To prepare business flowcharts<br>• To organize Management review meetings<br>• To procure consultant for facilitating ISO documentation<br>• To process ISO certification |
| | | Enhance evidence-based regulation in land transport | Research agenda on land transport in place by June 2025 | DER | | • To conduct assessment of research needs<br>• To prepare research agenda of land transport services<br>• To organize stakeholders forum on land transport research | • To conduct documentary review on research needs<br>• To prepare data collection tool<br>• To collect needs assessment data on research agenda<br>• To analyse data on research needs<br>• To prepare needs assessment report of Research Agenda |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | • To monitor implementation of Research Agenda | • To prepare research agenda document<br>• To organize stakeholder review meetings<br>• To implement Research Agenda<br>• To conduct study on gender issues in land transport sector<br>• To conduct researches on land transport technologies<br>• To establish mechanism to determine level of investment in the regulated sector<br>• To establish demand and supply of regulated services<br>• To conduct study on LATRA systems and processes<br>• To conduct impact assessment of shared systems on LATRA business processes<br>• To prepare and publish regular statistical reports |
| | | | 50% of research agenda | DER | | • To develop manual for collecting and | • To identify and appoint committee to oversee research agenda |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | implemented by June 2025 | | | processing institutional data<br>• To develop and implement research guidelines and manual<br>• To establish collaboration mechanism with research institutions<br>• | • To facilitate research steering committee<br>• To prepare research and statistics guidelines and manual<br>• To seek Board approval of research and statistics guidelines<br>• To organize meetings of stakeholder research steering committee<br>• To identify organizations for partnership<br>• To prepare MoUs with research institutions<br>• To sign MoUs with research institutions<br>•<br>• |
| | | Enhance engagement with land transport stakeholders | Communication strategy implemented by June 2025 | HCC | | • To develop internal communication policy<br>• To develop communication strategy<br>• To implement communication strategy<br>• To monitor and evaluate implementation of | • To procure consultant for developing communication strategy<br>• To conduct media and audience analysis<br>• To procure consultant for developing communication strategy<br>• To organize stakeholder review meetings |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | communication strategy | • To disseminate standards and market information: costs, outcomes, safety<br>• To prepare stakeholders collaboration framework.<br>• To engage stakeholders in regulatory decision making<br>• To facilitate stakeholders awareness on international agreements<br>• To improve information platforms<br>• To strengthen cooperation with MDAs<br>• To strengthening relationship with media<br>• To implement stakeholders engagement programs<br>• To operationalize-CSR policy<br>• To provide information on HIV/AIDS to operators and consumers |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | | • To sensitize on use of e-ticketing<br>• To promote sanitation along the highways |
| | | | 100% of customer feedbacks managed by June 2025 | DCS | | • To review customer feedback management mechanism<br>• To automate and execute customer feedback management system<br>• To create awareness on customer management system<br>• | • To conduct documentary reviews<br>• To collect stakeholders views<br>• To prepare customer feedback guidelines<br>• To prepare statement of requirements for automation of customer feedback system<br>• To prepare design document of automating customer feedback system<br>• To digitize customer feedback handling system<br>• To appoint complaints handling committee members<br>• To conduct awareness sessions on customer feedback management<br>• To train staff on customer feedback management<br>• To prepare customer feedback management reports |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | Information centre for land transport services established by June 2025 | HCC | | • To conduct information needs assessment<br>• To prepare information centre management system<br>• To provide space and equipment for information centre<br>• To create awareness on land transport information centre<br>• To mobilize materials for information centre | • Collect needs assessment data on information centre<br>• To analyze needs assessment data on information centre<br>• To prepare needs assessment report of information centre<br>• To conduct stakeholder review meetings<br>• To prepare statement of requirements for automation<br>• To design and equip information centre<br>• To procure information materials |
| • D | Safety and preservation of environmental in land transport enhanced | Improve safety of regulated vehicles | 50% compliance on vehicle safety attained by June 2025 | DRTR | Level of compliance in safety standards<br><br>Level of compliance in environmental standards | • To implement VTS to all PSV and GCV<br>• To monitor vehicle movements<br>• To provide awareness to service providers on VTS | • To advocate for regulations on vendors<br>• To procure VTS vendors<br>• To prepare compliance report on VTS<br>• To implement regulatory sanctions on VTS non-compliance<br>• To Register drivers to VTS |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | 50% of vehicle worthiness attained by June 2025 | DRTR | | • To conduct feasibility study for establishing Vehicle Inspection Centres<br>• To establish VIC<br>• To monitor VIC | • To identify stakeholders for awareness on VTS<br>• To prepare Terms of Reference for feasibility study<br>• To procure consultant<br>• To manage consultant contract<br>• To advocate for approval of procuring investors<br>• To conduct awareness seminars on mandatory vehicle inspection |
| | | | 75% of crew registered by June 2025 | DRTR | | • To develop gguidelines for crew curriculum development<br>• To register trained crew<br>• To monitor compliance of crew curriculum guidelines | • To conduct awareness campaigns on crew registration<br>• To distribute guidelines to training institutions<br>• To follow-up crew conduct<br>• To conduct assessment on utilization of crew curriculum guidelines<br>• To prepare assessment report on crew curriculum guidelines |
| | | | 75% of land transport safety coordination | DRTR | | • To develop framework of coordination of | • To prepare implementation reports of land |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | framework implemented by June 2025 | | | land transport safety activities<br>• To facilitate implementation of land transport safety coordination framework<br>• To implement UN Decade of Action | transport safety coordination<br>• To organize land transport safety stakeholder visits<br>• To develop national action plan of the UN Decade of Action<br>• To prepare reports of implementation of UN Decade of action |
| | | Enhance safety of railway infrastructure and rolling stock | 90% of railway safety attained by June 2025 | DRR | | • To conduct annual inspections of railways<br>• To investigate railway accidents<br>• To train railway safety critical workers on safety<br>• To commission railway rolling stock and infrastructure | • To prepare annual plan of railway inspection<br>• To procure railway inspection tools<br>• To conduct periodic inspection visits<br>• To prepare inspection reports<br>• To conduct accident investigation visits<br>• To prepare accident investigation reports<br>• To prepare training program of railway safety critical workers<br>• To conduct training sessions of safety critical workers<br>• To prepare report of training of railways safety critical workers |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | Enhance safe driving | 35% Commercial vehicle drivers certified & registered by 2025 | DRTR | | • To roll-up driver certification centres to all regions<br>• To facilitate accreditation of driver certification officers<br>• To review examination questions for driver certification<br>• To monitor driving conduct of certified drivers | • To prepare action plan for roll-up of driver certification centres<br>• To implement roll-up action plan for driver certification<br>• To provide training of trainers<br>• To administer examinations<br>• To issue certificates<br>• To conduct monitoring<br>• To provide identification button to certified drivers<br>• To conduct monitoring<br>• To conduct assessment of exam questions for drivers<br>• To prepare report of assessment on exam questions for drivers<br>• To review exam questions for drivers |
| | | • | 35% compliance to Fatigue management regulations attained by June 2025 | | | • To prepare regulations for fatigue management<br>• To monitor driver fatigue | • To conduct stakeholder engagement meetings<br>• To follow-up on approval of fatigue management regulations<br>• To follow-up on driving hours of drivers |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | | • To prepare report on driving hours of drivers |
| | | • | 100% Train drivers certified by 2025 | | | • To advocate for review of curriculum for train drivers<br>• To conduct railway drivers competence assessment<br>• To monitor conducts of certified train drivers | • To review train competence outcomes<br>• To prepare competence assessment checklist for train drivers<br>• To conduct stakeholder review meetings<br>• To conduct train drivers competence assessment<br>• To develop train drivers competence checklist<br>• To prepare train drivers competence assessment reports |
| | | Enhance compliance on environmental preservation | 50% environmental compliance in railways attained by June 2025 | DRR | | • To develop guidelines and rules for railway environmental preservation<br>• To establish environmental compliance baseline data in railways<br>• To implement environmental | • To conduct documentary reviews<br>• To prepare data collection tool<br>• To collect data<br>• To analyse and prepare report<br>• To inspect locomotives<br>• To inspect depots<br>• To monitor garbage management |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | preservation guidelines for railways | • To prepare technical meeting to develop Guidelines and Rules for railway environmental preservation |
| | | | 75% of environmental compliance for commercial vehicles attained by June 2025 | DRTR | | • To implement guidelines on social amenities<br>• To advocate for use of clean energy in road transport | • To conduct inspection on social amenities along highways<br>• To prepare quarterly inspection report on social amenities along highways<br>• To engage with keys stakeholders<br>• To promote use of alternative energy<br>• To conduct study on utilization of clean energy in land transport services<br>• To prepare advocacy program for promotion of clean energy in land transport services |
| • E | Capacity to implement land transport regulation improved | Strengthen use of ICT in Authority's business processes | Four (4) ICT Governance tools implemented by June 2025 | HICTDM | Level of customer satisfaction | • To prepare Institutional ICT Strategy<br>• To prepare ICT service management guidelines | • To conduct documentary review<br>• To collect needs assessment data on ICT governance tools |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | % change in revenues<br><br>Audit opinion | • To prepare Institutional Enterprise Architecture<br>• To develop institutional ICT asset management policy<br>• | • To analyse needs assessment data on ICT governance tools<br>• To prepare needs assessment report of ICT governance tools<br>• To conduct stakeholder review meetings on ICT governance tools<br>• To prepare ICT governance tools<br>• To seek approval of ICT governance tools<br>• To disseminate ICT Governance tools to staff |
| | | | Two (2) frameworks for electronic data management implemented by June 2025 | HICTDM | | • To develop cyber Security Framework<br>• To develop electronic Data Management Framework<br>• To conduct training to staff on emerging data management technologies | • To conduct documentary review on cyber security policy<br>• To conduct ICT vulnerability assessment<br>• To analyse needs assessment data on cyber security tools<br>• To prepare needs assessment report of cyber security policy<br>• To conduct stakeholder review meetings cyber security |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | | • To prepare ICT cyber security policy<br>• To seek approval of cyber security policy<br>• To conduct training to staff on cyber security policy<br>• To conduct needs assessment for land transport electronic data dictionary<br>• To prepare electronic data management guidelines<br>• To prepare electronic data sharing guidelines<br>• To |
| | | | Authority's ICT infrastructure and systems upgraded and integrated to key stakeholders by June 2025. | HICTDM | | • To upgrade Authority's ICT infrastructure and systems<br>• To integrate Authority infrastructure and system with stakeholders | • To upgrade RRIMS to go paperless |
| | | | | | | • To upgrade seven self-service platforms<br>• To incorporate requirements of National | • To release and upgrade LATRA public mobile app<br>• To upgrade LATRA Website<br>• To upgrade LATRA Intranet. |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | Transport Information System (NTIS) as provided under TTTTFP into RRIMS | • To upgrade Drivers Testing System<br>• To upgrade Vehicle Tracking System<br>• To upgrade Service Desk System |
| | | Strengthen governance in land transport services | Authority's Annual plans and budgets prepared by June 2025 | DER | | • To prepare Authority's annual plans and budget<br>• To participate in Annual Planners Conference<br>• To prepare action plan<br>• To conduct training to staff on planning and budgeting<br>• To prepare Authority's strategic plan 2025/26-2029/30 | • To participate in Ministerial Annual planning<br>• To organize annual planning working session<br>• To present annual plans and budget to the Management,<br>• To present annual plans and budget to the Workers council<br>• To present annual plans and budget to MoWT<br>• To seek Board approval of annual plans and budgets |
| | | | 100% of Authority's activities monitored and evaluated by June 2025 | DER | | • To automate Authority's Monitoring and Evaluation system (dashboard)<br>• To create awareness to staff on Authority's | • To prepare performance contract for Board Chair<br>• To prepare performance contract for Director General Prepare ToR for automating Authority's monitoring system |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | automated monitoring and evaluation system<br>• To coordinate monitoring and evaluation activities<br>• To conduct service delivery surveys<br>• To prepare regular Authority's implementation reports<br>• To conduct mid-year strategic plan review meetings<br>• To review implementation of annual plans<br>• To conduct end-term evaluation of Strategic Plan 2020/21-2024/25 | • To collect views from internal stakeholders<br>• To organize working sessions with ICT team<br>• To conduct awareness sessions with staff<br>• To collect inputs on activity implementation status<br>• To prepare Authority's implementation reports<br>• To disseminate implementation reports to relevant authorities<br>• |
| | | | Assurance on Governance, Risk and Internal Controls provided by June 2025 | HIA | | • To prepare Annual Audit Plan<br>• To conduct audit on implementation of MoU with LGAs<br>• To conduct performance audit | • To identify risky areas for auditing<br>• To draft annual Audit Plan<br>• To seek Board's approval of the annual audit plan<br>• To prepared LGAs Audit plan on |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | • To conduct of Financial Statements Audit<br>• To facilitate QMS Audit | implementation of MoU<br>• To conduct audit visits to LGAs<br>• To conduct audit entry meetings<br>• To prepare audit report<br>• To conduct audit exit meetings<br>• To present audit reports to the Board's Audit Committee<br>• To conduct Performance Audit<br>• To present audit reports to the Board's Audit Committee<br>• To facilitate external auditing process<br>• To attend audit queries |
| | | Enhance land transport legal framework | 90% of Authority's legal support provided by June 2025 | HLS | | • To represent the Authority in litigations<br>• To organize Board review meetings<br>• To organize Management meetings | • To prepare pleadings<br>• To attend Court/Tribunal sessions<br>• To follow-up implementation of Court/Tribunal orders<br>• To compile Board papers<br>• To administer Board calendar |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | | • To follow-up implementation of Board directives<br>• To prepare and administer Management meetings<br>• To compile minutes of Management meetings<br>• To follow-up implementation of Management meeting resolutions |
| | | | Review of three (3) legislations facilitated by June, 2025. | HLS | | • To identify areas of the legislations which need to be amended<br>• To convene technical meetings to work on proposed amendments<br>• To harmonize traffic laws and standards with bilaterial and multilateral legislations | • To collect stakeholders views<br>• To conduct documentary reviews<br>• To facilitate drafting and review sessions<br>• To collect stakeholders' comments on draft legislations<br>• To follow-up approval of legislations |
| | | | 100% of stakeholders' sensitization program on | HLS | | • To prepare legislative sensitization program | • To identify stakeholders to be sensitized |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | legislations implemented by June 2025 | | | • To conduct legislative sensitization sessions<br>• To evaluate implementation of legislative sensitization program | • To prepare sensitization materials<br>• To conduct training of trainers session<br>• To organize sensitization sessions<br>• To prepare legal sensitization program implementation report |
| | | Enhance financial sustainability for land transport regulation | 50% increase in revenues attained by June 2025 | DCS | | • To develop mechanisms for collecting levies from service providers (GCV, PSV, Private-hire, TRC, BRT)<br>• To implement mechanisms for collecting levies from service providers<br>• To develop Authority's strategy for improving financial Capacity<br>• To source project funding from development partners | • To conduct reconciliation of levy payments from services providers<br>• To follow-up on unpaid levies from service providers<br>• To conduct documentary review of sources of revenues<br>• To procure consultant for developing financial strategy |
| | | | 100% unqualified audit reports attained by June 2025 | DCS | | • To develop accounting manual | • Documentary reviews<br>• Draft manual<br>• Provide awareness of the manual |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | DCS | | • To prepare Financial Statements<br>• To settle Authority's financial obligations<br>• To provide training to accounting staff on financial management | • To allocate funds for LATRA CCC, FCT, FCC<br>• To pay subscriptions to AFUR and SARA<br>• To conduct regional visits for reconciliation<br>• To conduct working sessions of final accounts preparation<br>• To process payments for goods and services received by Authority<br>• To process payments for staff remunerations<br>• To provide financial facilitation in implementation of regulatory activities<br>• To engage external auditors to audit LATRA operations.<br>• To follow-up implementation of auditor's recommendations |
| | | | 100% of Authority's assets managed by June 2025 | DCS | | • To update assets register<br>• To conduct asset verification | • To upload LATRA assets into GAMIS. |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | • To dispose Authority's obsolete assets<br>• To implement Government Assets Management System | • To conduct awareness training on GAMIS.<br>• To conduct regional asset verification visits<br>• To engage facilitator on GAMIS<br>• To prepare asset verification report |
| | | Strengthen human resources management | 50% of manning level attained by June 2025 | DCS | | • To develop recruitment policy<br>• To recruit 74 staff in two years | • To review the existence recruitment policies of other institutions,<br>• To organize workshop of drafting recruitment policy<br>• Provide awareness of the manual<br>• To prepare requirements for recruitment to Public Service Recruitment Secretariat<br>• To follow-up approval of recruitment<br>• To coordinate placement of new staff |
| | | | 90% of training plan implemented annually | DCS | | • To develop training policy<br>• To develop training program<br>• To implement training program | • To conduct documentary review of training policies,<br>• To prepare draft training policy |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | | | | | • To conduct staff training needs assessments<br>• To prepare staff training needs assessment report<br>• To conduct awareness sessions on training policy and program |
| | | | Four Human Resource management tools developed by 2025 | MHRA | | • To develop LATRA succession plan<br>• To develop occupational health and safety (OHS) policy<br>• To develop LATRA gender policy<br>• To coordinate | • To conduct documentary reviews on OHS, succession plan and gender<br>• To prepare draft policies on OHS, succession and gender,<br>• To conduct needs assessment of LATRA succession<br>• To prepare succession plan of Authority<br>• To prepare seniority list<br>• To provide awareness on succession plan.<br>• To provide awareness of on LATRA gender Policy |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | Improve working environment | Head office and two (2) regional offices constructed by 2025. | DCS | | • To procure consultants and contractors for regional office buildings<br>• To procure consultant for developing design of Head Office building<br>• To procure consultant and contractor for construction of Head office building | • To initiate tender process<br>• To follow-up on contract implementation<br>• Procure working tools<br>• 13 Regional office plots acquired by 2025.<br>• Nine (9)Motor vehicle for LATRA offices procured by 2025<br>• Five (5) Generators for LATRA offices procured by 2025<br>• Verification of plots<br>• Apply for title deed<br>• Put beacons |
| | | | 80% of records management good practices adhered by June 2025 | DCS | | • To prepare plan of implementation of records management good practices<br>• To develop records retention and disposal policy<br>• To implement e-office system<br>• | • To conduct documentary review of retention and disposal policy,<br>• To conduct assessment of records management good practices in LATRA<br>• To conduct drafting session on records retention and Disposal Policy<br>• To provide awareness to staff on records retention and disposal Policy |

| Objective Code | Objective | Strategies | Target | Responsible person | Indicator | Activities | Sub-activities |
|---|---|---|---|---|---|---|---|
| | | | 98% annual Procurement plan implemented by June, 2025 | HPMU | | • To implement annual procurement plan<br>• To attend annual professional training<br>• To facilitate training Tender Board and Evaluation committee | • To provide training to staff on records management good practices<br>• To prepare tender documents<br>• To prepare tender advertisements<br>• To facilitate tender Board meetings<br>• To prepare Tender Contracts<br>• To facilitate tender evaluation processes<br>• To organize training sessions of Tender Board members<br>• To organize training sessions of Tender Evaluation committees |