



**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF INVESTMENT, INDUSTRY
AND TRADE**



SMALL INDUSTRIES DEVELOPMENT ORGANIZATION

**CORPORATE STRATEGIC PLAN
2022/23 – 2026/27**

AUGUST, 2022

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ABBREVIATIONS

BDS	Business Development Service
CCM	Chama Cha Mapinduzi
CSP	Corporate Strategic Plan
DFA	Directorate of Finance and Administration
DG	Director General
DMI	Directorate of Marketing and Investment
DTDI	Directorate of Technology Development and Industrialization
DTRA	Directorate of Training and Regional Administration
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HQ	Head Quarters
ICT	Information and Communication Technology
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MIT	Ministry of Industry and Trade
MSMIs	Micro, Small, and Medium Industries
MTEF	Mid–Term Expenditure Framework
NEDF	National Entrepreneurs Development Fund
ODOP	One District One Product
OPRAS	Open Performance Review and Appraisal System
PESTEL	Political Economic Social Technology Environmental and Legal
PMIS	Procurement Management Information System
R&D	Research and Development
RO	Regional Offices
RSMEAC	Regional Small and Medium Enterprises Advisory Committee
SADC	Southern African Development Community
SIDO	Small Industries Development Organization
SIDP	Sustainable Industrial Development Policy
SMEs	Small and Medium Enterprises
SOWC	Strength, Opportunity, Weakness and Challenge
SSIs	Small Scale Industries
TANU	Tanganyika African National Union
TBS	Tanzania Bureau of Standards
TDCs	Technology Development Centers
TFS	Tools for Solidarity
TFSR	Tools for Self-Reliance
ToT	Training of Trainers
TPCs	Training cum – Production Center

STATEMENT OF THE BOARD CHAIRPERSON

The Corporate Strategic Plan VII (2022/23 – 2026/27) provides medium-term interventions that are aimed at stimulating small industries' growth in a dynamic socio-economic environment. It lays the foundation on which SIDO and Small Industries contribute to National efforts of transforming Tanzania into a semi-industrialized and middle-income country. It draws extensively on the Small and Medium Enterprises Development Policy (2003) that was developed to support small industries' growth and competitiveness. The plan defines the Vision, Mission, Organization core values, strategic objectives, SIDO's structure, and resource requirements based on its mandate and the prevailing social-economic environment. It identifies the necessary strategies to ensure that Medium–Term Plan (MTP) development priorities for industrialization and enterprise development are achieved.

The main goal of the Plan is to contribute to the growth of small industries, employment creation, industrial export, and livelihood through the provision of demand-driven services that will result into industrial development and poverty reduction. It is in line with the National Frameworks and other Government policies, strategies, and commitments. This Plan is focused on rapid growth, employment creation, and sustainability of industrial development taking cognizance of resource endowment and emerging opportunities in Tanzania. In the coming five years, we believe SIDO will have the strengths to meet any challenges that may arise in future and push small industries' development agenda to higher levels.

A handwritten signature in black ink, appearing to be 'S. J. M.', is written over a horizontal dotted line.

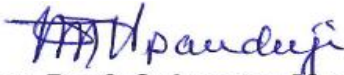
SIDO BOARD CHAIRMAN

STATEMENT OF THE DIRECTOR GENERAL

I am pleased to present the Seventh Corporate Strategic Plan of Small Industries Development Organization (SIDO), which provides a roadmap toward the accomplishment of the Organization's objectives. This Corporate Strategic Plan was developed after the completion of the previous Six Corporate Strategic Plans. The Corporate Strategic Plan (2022/2023 - 2026/2027) has been developed to reaffirm our vision of **'A nation with competitive and sustainable Small Industries'**; and mission **"To promote the development of small industries through the provision of technology, training, consultancy, marketing, and financial services for sustainable development"**. The Plan sets out objectives, strategies, and outcome indicators, thereby serving as a forward-looking, action-oriented "Work Plan" for the organization.

In developing this Plan, consultations were carried out with various key stakeholders from within and outside the organization. We envisage that a successful implementation of this Plan will help us achieve our desired goals and meet the expectations of our diverse groups of clients and stakeholders. I would like to take this opportunity to extend my sincere gratitude to all those who have contributed at various stages to developing the Seventh Corporate Strategic Plan including the SIDO staff, management, individuals and stakeholders or in their various representative groups.

Last but not least, I would like to appeal to all Stakeholders to demonstrate utmost commitment throughout implementing this Plan so that the planned objectives are achieved. I also call upon friends, partners, and other stakeholders of this organization to continue supporting us throughout the Plan implementation period so that the organization can make an effective contribution toward national, regional and global development through its products and services.


Eng. Prof. Sylvester Mpanduji
DIRECTOR GENERAL

EXECUTIVE SUMMARY

The preparation of this Strategic Plan is based on SIDO's mandate to plan, coordinate, promote and provide capacity development services to small industries provided under Parliament Act No. 28 of 1973. The responsibility of the organization includes; facilitating entrepreneurship development and offering extension services, promoting technology development and transfer, provision of technical services, facilitating the dissemination of business information and marketing, provision of workplaces and financial services. It has taken into account key National Framework, sector policies, strategies organization's roles and responsibilities. It also focused on implementing the Ruling Party Manifesto (2020 – 2025), the Tanzania Development Vision (2025), Third Five-Year Development Plan (FYDP III; 2021/22 – 2025/26), Small and Medium Enterprises Development Policy (2003) and The 2030 Agenda for Sustainable Development (SDGs - 2030).

This plan recognizes efforts realized in the previous CSP VI performance of SIDO's vision, mission and objectives, supports from development partners and stakeholders and its contributions to the community thereby, contributing to the establishment of **972** new industries. There are a number of factors that influenced SIDO's capacity to deliver besides these remarkable interventions. These are opportunities and development challenges that need more initiatives to be pursued to address them and ensure enhancement of SMIs' growth and competitiveness.

The CSP VII, is mainly focused on supporting SMIs' growth and competitiveness, ensuring increasing local content and facilitate increased involvement of SMIs to industrialization process. The interventions are directed to maximize on the available opportunities, address challenges encountered and contribute to realization of its mission, vision and objectives. Its **vision** is to be '*A nation with competitive and sustainable small industries*' while the **mission** is '*To promote the development of small industries through the provision of technology, training, consultancy, marketing, and financial services for sustainable development*'.

The plan has six objectives that are to be effectively implemented to fulfil the organization mission and its vision.

These set objectives are the following; HIV/AIDS infections and Non-communicable diseases reduced and supportive services improved; National anti-Corruption strategy implementation enhanced and sustained; Technology development and innovation for Small Industries enhanced; Training, Consultancy, and extension services for Small Industries Improved; Financial services and sustainability strengthened; and Institutional capacity to deliver supportive services improved.

In implementing the Corporate Strategic Plan, annual operational plans will be prepared and periodic performance reports submitted to the Board and thereafter to the Ministry. Monitoring and evaluation will be done to ensure gradual assessment of implementation performance and realization of the intended objectives. Performance indicators will be used to measure efficiency, productivity and the contribution made to establishment of 1,600 Small Industries through ODOP and Cluster and growth of SMIs and rate of employment creation.

CHAPTER ONE: INTRODUCTION

1.0 HISTORICAL BACKGROUND

Historically, Small Industries Development Organization (SIDO) originated from the implementation of the First Five-Year Plan (1964 – 1969), whereby the plan aimed strategically to promote industries that will utilize the locally produced raw materials. In implementing the Plan, the National Development Corporation (NDC) was established in 1965 to catalyze economic development in all sectors of the economy. The promotion of small industries was under NDC through National Small Industries Corporation (NSIC).

In March 1973, TANU National Executive Council advised the Government to establish an independent institution that will promote the establishment of small industries, which will use available local resources (labor, raw materials, and technology) to create employment for the indigenous community. Thereafter in November 1973, the Parliament Act No. 28 of 1973 established Small Industries Development Organization (SIDO) as a parastatal organization.

1.1 Mandate

SIDO was mandated to carry out the following functions that are core to its existence and are geared towards ensuring the fulfillment of its mission:

- i. To promote the development of small industries in Tanzania;
- ii. To plan and co-ordinate the activities of small industrial enterprises in Tanzania;
- iii. To carry out market research on goods manufactured by small industries in Tanzania;
- iv. To provide services necessary for or incidental to the proper development of small industries to parastatal organizations and other persons engaged in small industry enterprises;
- v. To advise the Government on all matters relating to the development of small industries in Tanzania;

- vi. To carry out research in the development of small industries and marketing of products thereof, including the standard and quality of such products;
- vii. To facilitate orderly and balanced development of small industries in the regions;
- viii. To provide technical assistance to persons engaged in small industries;
- ix. To Provide and promote training facilities for persons engaged in or employed or to be employed in small industries and to assist and the co-ordinate the activities of other institutions engaged in such training;
- x. To Provide management and consultancy services to small industry enterprises in Tanzania;
- xi. To undertake or assist any institution or person in the undertaking of technological research and to encourage and promote technological advancement in Tanzania; and
- xii. To perform such other functions as the President may, by order published in the Government Gazette, confer upon the Organization.

1.2 Purpose of the Plan

This Strategic Plan aims at improving the organization's performance and service delivery by facilitating the creation of a more relevant institutional structure. Also, the Plan aims at increasing levels of institutional, departmental, and individual accountability through improved transparency and communication between management, employees, clients, and other stakeholders. It establishes priorities for efficient and effective resource allocation.

1.3 Approach adopted

SIDO Corporate Strategic Plan was developed in participatory working sessions involving a facilitator from the President's Office, Public Service Management and Good Governance (PO-PSMGG). This exercise involved the review of the SIDO Corporate Strategic Plan (2019/2020 - 2021/2022) with reference to Small and Medium Enterprise Development Policy (2003), the Ruling Party Manifesto (2020 – 2025), the Tanzania Development Vision (2025), the Five-Year Development Plan (FYDP III; 2021/22 – 2025/26). It also considered the 2030 Agenda for Sustainable Development Goals

(SDGs- 2030) and the Integrated Industrial Development Strategy (IIDS-2025). The Plan also took into consideration the situational analysis, which involved carrying out, SWOC analysis, stakeholders' analysis, and identification of critical issues. The identified critical issues were the basis for reviewing SIDO's vision, mission, objectives, and core values and coming up with the developed strategic objectives, strategies, targets, and outcome indicators.

1.4 Layout of the plan

This document is organized into four chapters. Chapter One entails the historical background, mandate, roles, and functions; the chapter also contains the purpose, approach, and layout of the Plan. Chapter Two looks at the situation analysis and provides a revised vision, mission, and core values. In addition, it outlines the review of relevant information, best practices and benchmarks, performance review, stakeholders' analysis, SWOC analysis, recent initiatives, PESTEL, and critical issues.

Chapter Three presents the Plan, whereby it looks at the planned objectives, strategies, targets, and outcome indicators. Chapter Four presents in detail the results framework with its core components of the result framework matrix, monitoring plan, planned review, evaluation plan, and reporting plan. The plan also covers the two annexes for Strategic Plan Matrix and Approved Organization Structure.

CHAPTER TWO: THE SITUATION ANALYSIS

2.0 INTRODUCTION

This chapter covers the analysis of the current vision and mission, relevant documents, performance reviews, stakeholder's analysis, SWOC analysis, Best Practices and PESTEL and critical issues as described below: -

2.1 Current Vision and Mission

Current Vision

'The leading institution in promoting inclusive and sustainable creation and development of industries in Tanzania'

Rationale for change: The current vision has been reviewed to show the impact expected, and shortened to ensure easiness to internalize and recalled by staff.

Current Mission

'To promote socio-economic development and competitiveness through innovative research, training, industrial infrastructure, supporting services, and the creation of a strategic partnership with new and existing industries'

Rationale for change: The mission does not show the core business of the Institution, the stakeholders it serves and it is not easily internalized and recalled by staff hence required a review.

2.2 Review of Relevant Documents/information

i. Vision 2025

Tanzania Development Vision 2025 aimed at transforming Tanzania into a middle-income country by formulating a "strong and resilient economy that can effectively withstand global competition" and transforming the country's economy from depending predominantly on agriculture to a semi-

industrialized economy with a substantial industrial sector comparable to typical middle-income countries. In implementing Vision 2025, SIDO continues to promote socio-economic development and competitiveness through innovation, value addition, industrial capacity development services, and the creation of a strategic partnership for the development of small industries.

ii. Ruling Party Manifesto

The Ruling Party Manifesto of the year 2020 – 2025 recognizes that improvement of business environment drives industrialization and the development of other economic and social sectors. In the period between 2020 and 2025, the Ruling Party will direct the government to continue improving the business environment in the country. The manifesto requires the government to assist, nurture and create a friendly environment for industries and investors by reducing the cost of doing business in Tanzania and prioritizing regional trade that is trade within the East African Community (EAC), the Southern African Development Community (SADC), etc. through the implementation of the Blueprint for Regulatory Reforms to Improve the Business Environment.

To implement the Manifesto, SIDO complies with all directives given towards the improvement of small industries in the country through the establishment and improvement of Industrial estates, Technology Development Centers (TDCs), Training cum Production Centers (TPCs), incubation centers, advocacy on business formalization and financial support for the development of small industries in Tanzania.

iii. Five Years Development Plan III (FYDP III; 2021/22 – 2025/26)

The plan specifies key areas to be used in the national transformation as industrialization, human development, and implementation effectiveness. The plan provides a base for transforming Tanzania into a semi-industrialized

nation by 2025, and fosters the development of sustainable production and export capacities.

It consolidates Tanzania's strategic geographical location by improving the environment for doing business and positioning the country as a regional production, trade, and logistic hub. It promotes the availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other products and services delivery. It accelerates broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and employment creation, especially for the youth and disadvantaged groups. To implement the plan, SIDO will contribute to small industries' growth, employment creation, industrial export, and livelihood through the provision of demand-driven services that will result in poverty reduction and industrial development.

iv. Sustainable Development Goals (SDG)

The Sustainable Development Goals (SDGs-2030), aim to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. It has 17 goals in which goal number nine (9) focuses on Industry, innovation and infrastructure. It recognizes that inclusive and sustainable industrial development is the primary source of income generation, allows for rapid and sustained increase in living standards for all people, and provides the technological solutions to environmentally sound industrialization.

SIDO is a Government Institution that has an obligation to Sustainable Development Goal number nine (9) through its mandate to plan, coordinate, promote and provide capacity development services to small industries to have sustainable and resilient industries and infrastructure development.

v. HIV/AIDS and Non-Communicable Diseases Guideline

HIV/AIDS was announced as a national calamity in the year 1999. To date, several initiatives have been taken by the Government in reducing the

infection rate through the provision of care and support as well as the creation of awareness to the general public. Furthermore, non-communicable diseases are considered as a threat to social-economic development in the country. Hence, as means of protecting public health, the Government through its public institutions is supposed to provide care and support at the workplace. SIDO as a Government institution abides by the requirements provided under Chapter 3 of the guideline. In doing so, the organization sets funds for the provision of care and support as well as creating awareness among its staff in fighting against HIV/AIDS and non-communicable diseases.

vi. Anti-Corruption Strategy - NACSAP III

The Anti-Corruption Strategy mainly targets strengthening the effectiveness, transparency, and accountability of service delivery in the Public Sector; effective implementation strategies; building capacity; and having effective political leadership in the fight against corruption. SIDO recognizes that it must be a corruption-free zone, hence, it will continue strengthening the anti-corruption mechanism.

vii. Small and Medium Enterprises Development Policy (2003)

This policy stimulates new enterprises to be established and existing ones to grow and become more competitive. The policy aims at creating conditions to encourage informal micro, small and medium enterprises to move into the formal sector, by creating more wage employment, while measures to enable the survival and expansion of formal small and medium enterprises in Tanzania as the basis of the private sector-led growth. In implementing this policy, SIDO will continue fostering job creation and income generation through promoting the creation of new small industries and improving the performance and competitiveness of existing small industries. It also provides services that trigger small industries to increase their participation in the Tanzanian economy, thereby enhancing their contributions to economic growth, income and employment generation, and reduction of poverty.

2.3 Performance Review

The SIDO Corporate Strategic Plan of 2019/20 – 2021/22 comprised of 12 objectives. This section provides a review of key achievements, constraints, and way forwards.

Objective 1: To improve Governance, efficiency, and compliance by June 2022.

The objective aimed at attaining good governance through reviewing the SIDO Act, strengthening Internal Control systems and risk management framework, improving organization structure, provision of legal advice and management of contracts, and strengthening Procurement management services.

Achievements

- i. 38 Audit services conducted;
- ii. Risk management register reviewed;
- iii. 12 cases closed;
- iv. Received unqualified audit report; and
- v. 10 out of 12 Board meetings were conducted.

Constraints

- i. Inadequate financial resources to finance all activities planned;
- ii. Unapproved organization structure; and
- iii. Unreviewed SIDO Act No. 28 of 1973.

Way forward

- i. To mobilize financial resources to finance planned activities; and
- ii. To make a close follow-up on SIDO organization structure approval and review of the SIDO Act.

Objective 2: To improve Human Resources and Work Ethics by June 2022.

The objective aimed at improving working environment and human resources management through improving work facilities, human resources planning, recruitment and selection, staff training and development, succession planning, staff performance

evaluation, scheme of service, salary structures, and other incentive schemes improvement.

Achievements

- i. Scheme of service reviewed and approved;
- ii. Salary structure reviewed and approved;
- iii. A five-year succession plan was developed and submitted;
- iv. 155 Staff trained; and
- v. Nine (9) out of ten (10) SIDO offices are equipped with working facilities.

Constraints

- i. Inadequate financial resources to cover other expenses like staff; and incentives, procurement of motor vehicles, and organization running costs; and
- ii. Shortage of staff.

Way forward

- i. Use of interns and volunteers in contractual terms;
- ii. Closely follow up on recruitment permit; and
- iii. Building capacity to staff on consultancy, business/feasibility study preparation coaching, counseling and mentorship.

Objective 3: To improve the working environment by June 2022

The objective aimed to ensure all the regions are equipped with good working facilities for an operational base and better services delivery.

Achievement

Seventeen (17) offices are equipped with training facilities

Constrain

Inadequate fund for fully fledged office equipment

Way forward

Mobilize funds for procuring office equipment

Objective 4: To attain financial sustainability by June 2022

This objective aimed to diversify funding sources, and enhance capacity for fundraising including exploring new avenues for venture business, partnership projects, leasing machinery programs, ICT-based SMEs products promotions program, Business Development Service providers' fees, SMEs registration fees, and establishing ventures projects.

Achievements

- i. Internal income increased by 8% of the planned 10%
- ii. Investment capital from Government increased by 17% of the planned 20%; and
- iii. Investment policy developed.

Constraints

- i. Limited internal source of income;
- ii. Inadequate allocated funds from the government budget; and
- iii. Low-rate charges of services and products.

A way forward

- i. Establishment of investment partnership projects;
- ii. Improve revenue collection;
- iii. Review charges to commercial rates; and
- iv. Establishment of Special Purpose Vehicles Companies.

Objective 5: To improve basic Infrastructure for MSMEs by June 2022

The objective aimed at strengthening systems and structures to promote industrialization, which benefits MSMEs. It was achieved through the acquisition of land, construction, and rehabilitation of the industrial buildings. In addition, the objective aimed to enhance integrated ICT infrastructure.

Achievements

- i. Three (3) out of four (4) industrial estates infrastructure were rehabilitated in Kagera, Chato and Kigoma;
- ii. 37 Industrial buildings and offices were renovated in 17 regions;
- iii. Two (2) out of three (3) new industrial estates were established in Katavi and Morogoro;
- iv. All 20 planned industrial buildings were constructed;
- v. Twenty-one (21) Industrial estate land use plans developed;
- vi. 21 out of 25 regional offices Local Area Network (LAN) upgraded; and
- vii. Content Management System (CMS) developed.

Constraints

- i. Inadequate financial resources for financing construction and rehabilitation of industrial buildings and offices;
- ii. Uncompleted integrated ICT in four (4) regions; and
- iii. Services oriented/non-commercial SIDO website.

A way forward

- i. Establish estate management ICT application;
- ii. Upgrade website for commercial and mobile features;
- iii. Mobilize funds for the construction and rehabilitation of industrial buildings and offices;
- iv. Establishment of Partnership project for Industrial estate development; and
- v. Ensure 40% of estate revenue is used for rehabilitation/ industrial estate development.

Objective 6: To Improve Technology Development for MSMEs by June, 2022

The objective aimed at enhancing technology and industrial development by improving the performance of Technology Development Centers (TDCs), strengthening and supporting existing industries, and creating an ICT-aided technology database.

Achievements

- i. Four (4) out of seven (7) TDCs equipped with modern production facilities;
- ii. One (1) out of three (3) software for designing, production, and management of TDCs acquired;
- iii. Twelve out of fifteen value addition technologies commercialized like grain roasting, integrated flour milling, multi thresher, groundnut stripper, electric drier of cashew nuts, a low pressured steamer of cashew nuts, gold processing, stainless steel flour milling and meat cutter;
- iv. 972 of the planned 1,540 new industries were established;
- v. 88 of the planned 100 existing Industries supported to grow;
- vi. Product and service innovation in 18 of the planned 30 MSMLs clusters supported;
- vii. ICT aided technology procured and installed; and
- viii. Three (3) of the planned five (5) TPCs (Usangi, Kizota, Dar es Salaam) are equipped with training facilities.

Constraints

- i. Shortage of staff to perform planned activities; and
- ii. Limited financial resources – for financing incubation centers, upgrading staff technical skills, procurement of computer-aided machines, bulk purchase of raw materials.

A Way Forward

Establish TDCs fund for bulk procurement and venture for mass production of parts/machineries.

Objective 7: To Improve Marketing Activities by June, 2022

The objective aimed at ensuring the public is aware and has the right image and visibility on products and services offered by the organization and MSMLs.

Achievements

- i. Corporate identity tools were promoted such as logo, corporate color, corporate theme, and signboards;
- ii. Two (02) SIDO National exhibitions were held and participated in two (02) International trade fairs;
- iii. 20 packaging material companies were linked with MSMEs in all regions;
- iv. Marketing strategy developed and implemented; and
- v. 3,858 MSMEs participated in exhibitions and trade fairs.

Constraints

- i. SIDO website does not provide room for business transactions; and
- ii. Shortage of marketing facilities such as a digital camera.

A Way forward

Scaling up marketing and promotion strategies

Objective 8: To Facilitate Knowledge and Business Management Skills by June, 2022

The objective aimed at ensuring business development services are delivered to clients in an effective and coordinated manner based on demand with an emphasis on strategic sectors.

Achievements

- i. Productivity and quality management (KAIZEN) Training program formalized and mainstreamed;
- ii. 212 SMEs trained in productivity and quality management;
- iii. On line training product for SMEs established;
- iv. 48,254 of the planned 55,875 MSMEs trained in business management, entrepreneurship and technical skills;
- v. 37,648 of the planned 24,000 business advisories were provided to SMEs; and
- vi. 17 MoU were signed between SIDO and 13 Development partners.

Constraints

- i. Limited capacity of provision of extension services;
- ii. Limited capacity to develop and upgrade SIDO training programs;
- iii. SMI's attitudes towards training costs;
- iv. Limited capacity to provide refresher and ToT courses to SIDO trainers; and
- v. Inadequate training facilities.

A Way forward

- i. Continue Strengthening collaboration with LGAs;
- ii. Conduct refresher and ToT courses for SIDO trainers;
- iii. Enhance the capacity of Business Development Service providers;
- iv. Review SIDO training manuals; and
- v. Establish and revive Training cum Production Centers (TPCs).

Objective 9: Enhance Research on new technologies, products, and services by June, 2022

The objective aimed to use research results from R&D Institutions and improved technologies developed by other organizations to enhance production of machineries/parts at SIDO TDCs.

Achievements

- i. Four (4) of the planned five (5) Value addition technologies based on selected value chains were improved including palm oil thresher and digester, electric drier of cassava hew nuts, low pressured steamer of cashew nuts, groundnut stripper;
- ii. Five (5) of the planned eight (8) new Technologies were developed (meat cutter, groundnut stripper, sweet potatoes processing, wet ball mill processing, and grape juice pressing);

Constraints

- i. Inadequate professionalism; and
- ii. Inadequate machine tools for technology improvement

A Way forward

- i. Equip TDCS with machine tools for technology improvement; and
- ii. Improve networking with R & D and higher learning institutions.

Objective 10: To facilitate SMIs' Access to Financial Services by 2022

The Objective aimed to facilitate SMIs access to financial services by liaising with various financial institutions to improve their performance.

Achievements

- i. Loan portfolio for NEDF increased by 1.6 billion (TZS) to support credit services; and
- ii. Loans worth TZS 14.589 billion of the planned 20 billion (TZS) were provided to 6,356 SMIs.

Constraints

- i. Limited access to a credit bureau;
- ii. Limited capacity for extension services;
- iii. Limited ceiling for SIDO loans; and
- iv. Inadequate seed capital to meet SMIs demand.

A Way forward

- i. Mobilize more funds to expand capital and improve service delivery;
- ii. SIDO join Credit Reference Bureau
- iii. Credit policy and manual used;
- iv. Continue strengthening collaboration with financial institutions; and
- v. Rationalize lending interest rate.

Objective 11: To strengthen Strategic Planning and Management Information System by June, 2022

The Objective aimed to coordinate development of an organization plan, track organization performance, monitor and evaluate its impacts. It also aimed to propose further improvements based on the identified gaps and emerging opportunities for the organization to realize its established mandates.

Achievements

- i. Organization operational plan prepared and implemented;
- ii. Five (05) development projects monitored during construction of industrial buildings at Katavi, Mwanza, and Morogoro and during rehabilitation of infrastructures in Kigoma, Geita, and Kagera;
- iii. Organization reports prepared and submitted;
- iv. MIS framework reviewed;
- v. SIDO risk management framework prepared and implemented; and
- vi. Six (06) funding proposals prepared and submitted to Government and development partners.

Constraints

- i. Lack of integrated M&E system;
- ii. Inadequate information data; and
- iii. Irregular follow up of implementation and documentation of planned Activities.

A Way forward

- i. Strengthen the M&E system; and
- ii. Improve data collection system.

Objective 12: To improve Cross-Cutting matters by June, 2022

The Objective aimed to formulate and implement workplace programs to fight HIV/AIDS and other non-communicable diseases; increase awareness on HIV/AIDs; and provide support services to staff living with HIV/AIDs.

Achievements

- i. SIDO staff voluntary tests for HIV and non-communicable diseases conducted;
- ii. Care and Support given to staff who disclosed to be HIV positive; and
- iii. HIV/AIDS and Non-Communicable Disease awareness seminars conducted.

Constraints

Unwillingness of staff to disclose health status.

A Way forward

- i. Continue Conducting sensitization programs on HIV/AIDS, non-communicable diseases, and corruption;
- ii. Provide care and support to respective staff; and
- iii. Use e-Malalamiko system (software) to address complains

2.4 Stakeholders' Analysis

Table 1 presents SIDO stakeholder's analysis. It includes services offered, and stakeholders' expectations.

Table 1: Stakeholders analysis

No.	Stakeholder	Service offered	Stakeholder's Expectations
	Small and Medium Industries (SMIs)	<ul style="list-style-type: none"> i. Provide technical assistance/consultancy; ii. Provide machines and spare parts; iii. Linkage to technology manufacturer; iv. Nurture innovation ideas; v. Marketing information; vi. SMIs products and services; vii. Packaging materials; and viii. Provide training in entrepreneurship business management, technical; ix. Business and technical advisory services; x. Provide loans 	<ul style="list-style-type: none"> i. Timely, quality, and reliable services; ii. Affordable cost for product/services; and iii. Good customer care and support.

No.	Stakeholder	Service offered	Stakeholder's Expectations
	Ministry of Investment, Industry and Trade Treasury Registrar's Office	<ul style="list-style-type: none"> i. Performance and progress reports; ii. Audited accounts report; iii. Annual budget and plans; and iv. Technical advice on SMIs matters. 	<ul style="list-style-type: none"> i. Timely and accurate reports; ii. Informed, professional advice; and iii. Compliance with Government policies/guidelines.
	SIDO employees	<ul style="list-style-type: none"> i. Remuneration; ii. Incentive package; iii. Working environment; iv. Infrastructure and working tools; v. Provision of information; vi. Technical Advisor; and vii. Career development. 	<ul style="list-style-type: none"> i. Timely payment of remuneration; ii. Good incentive package; iii. Conducive working environment; iv. Timely and accurate information; v. Good cooperation; and vi. Transparency and accountability;

No.	Stakeholder	Service offered	Stakeholder's Expectations
	General public	<ul style="list-style-type: none"> i. Provision of information on SIDO products and services; ii. Awareness creation on SMI issues; iii. Consultancy and advisory services; 	<ul style="list-style-type: none"> i. Timely and accurate information ii. Reliable sources of SMI data iii. Quality product and services
	Higher Learning & Research Institutions	<ul style="list-style-type: none"> i. Practical training; ii. Information sharing; and iii. Data for research. 	<ul style="list-style-type: none"> i. Cooperation and Collaboration; ii. Timely and accurate information; and iii. Reliable sources of SMI data.
	Associations (Private sector and business community)	<ul style="list-style-type: none"> i. Information sharing; ii. data for research; and iii. Provision of technical advice. 	<ul style="list-style-type: none"> i. Cooperation and Collaboration; ii. Timely and accurate information; iii. Reliable sources of SMI data.
	Development Partners	<ul style="list-style-type: none"> i. Provision of Information on SMI sector; ii. Provision of consultancy; and iii. Provision of performance 	<ul style="list-style-type: none"> i. Cooperation and Collaboration; ii. Timely and accurate information; iii. Reliable sources of SMI data; and iv. Timely and accurate

No.	Stakeholder	Service offered	Stakeholder's Expectations
		reports.	submission of reports.
	Media	Information sharing	Timely and Accurate information

Analysis of Strengths, Weaknesses, Opportunities, and Challenges (SWOC)

This section analyses the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) of SIDO

Strengths

- i. Committed and dedicated to implementing organization activities;
- ii. Focused leadership with strong ethical values
- iii. Qualified and experienced leaders;
- iv. Existence of Board of Directors;
- v. Availability of skilled and competent personnel;
- vi. Availability of human resource development working tools (scheme of service, staff regulation, standing orders, circulars, training policy);
- vii. Availability of Performance Management Systems like OPRAS, Client Charter and Board Charter;
- viii. Availability of strong internal control of Financial Management;
- ix. Availability of productive resources;
- x. Availability of loan performer (LPF);
- xi. Availability of policy internal (financial policy, credit policy);
- xii. Availability of Management Information Systems;
- xiii. Availability of Technology Development centers, Training cum production, industrial estates, Training centers, Packaging centers; and
- xiv. Availability of financial services to SMIs.

Weaknesses

- i. Weak integrated communication system;
- ii. Unnecessary Bureaucracy and lack of Prompt feedback;
- iii. Un-automated performance management tools;
- iv. Working environment not conducive and ineffective record management system;
- v. The inefficiency of the utilization of productive resources like buildings;
- vi. Outdated cost for services offered;
- vii. Insufficient staff specifically for estate income collection;
- viii. Absence of well-streamlined internal process, procedure, and guidelines; and
- ix. Inadequate promotion and weak product and services.

Opportunities

- i. Stable and supportive political environment;
- ii. Availability of leadership and management institutions;
- iii. Existence of skilled labor in the market;
- iv. Good relations with Government, Institutions, and the private sector;
- v. Availability of eGA and Government financial controls systems (such as GePG, MUSE);
- vi. Good support from the Government and Development partners;
- vii. Availability of government online systems such as GePG, MUSE; and
- viii. Availability SMIs and market for products and services.

Challenges

- i. Fewer staff as per organization structure
- ii. Delay for disbursement of funds from the government
- iii. Unreliable network connections from service providers; and
- iv. Inadequate awareness of products and services provided.

2.5 Best Practice/International Experience from Turkey, India, China, and Japan

i. Turkey

One of the unique SME development methods in Turkey is called the OSTIM SME development model. The OSTIM model has been a well-known international brand value and recognized as a solution center not only for domestic needs but also for global customers and subcontractors. The model is a proven pattern of capital formation.

The lesson learned:

- a) **Development of business cooperatives:** This plays a critical role to pool capital and invest in programs that stimulate economic development and reduce poverty.
- b) **Organized Industrial Zones:** This supports SMEs by providing huge economic and technical opportunities. Also, help to integrate the knowledge, experience, and talent of workers, engineers, and entrepreneurs in different manufacturing companies.
- c) **Development of Clusters and networks of SMEs:** Aim to increase the competitiveness of SMEs.

ii. India

The government support SMEs through grant assistance namely Industrial technical assistance fund; Skill upgrading program; Technology acquisition fund; Commercialization of research and development fund; E-commerce grant and Factory auditing scheme, Technical and business advisory clinics and briefings; Information dissemination and promoting awareness; Product display and business matching and Promotion of export by SMEs. Moreover, start-up SMEs enjoy tax holidays, investment tax allowance, Double deduction of expenses incurred on brand advertising, export promotion, export credit insurance premiums, and research & development

The lesson learned: The Government support in the above initiative contributes to the SMI growth and development in this sub-sector.

iii. China

There are various ways by which government supports SMEs these include the financing of SMEs' development, Market access, Networking among SMEs, Efficient supervision of SMEs, and Improved social services for SMEs. The government has set up of an SME development fund to encourage donations through tax incentives extended to SMEs. The government also required financial institutions to improve the financing environment for SMEs and strengthen their support to SMEs in terms of enhanced credit and direct financing channels. The government provides subsidies or loan facilities to support and encourage SME technological innovations in large enterprises.

The lesson learned: To improve social services for SMEs, it is important for the Government to finance SMEs' development, facilitate access to the market, Network among SMEs and enhance efficient supervision of SMEs, provides subsidy or loan facility to support and encourage SMEs technological innovations with large enterprises.

2.6 PESTEL Analysis

PESTEL analysis is a simple and widely used tool that helps to analyze the Political, Economic, Social, Technological, environmental, and legal aspects. This PESTEL Analysis allows SIDO to candidly portray and depict the environment in which it operates, and therefore be able to understand the dynamics that will either upkeep or hinder the implementing process of the strategic plan.

i. Political Aspect

Tanzania has been politically stable. Citizen enjoys five smooth political transitions of government, which implies a little risk of political instability. Therefore, the political environment augurs well with the conceptualization, initiation, and implementation of this CSP, whereby SIDO continues to implement mandated functions to support the

development of small industries. SIDO will continue abiding by the government initiatives on promoting the development of small industries in Tanzania

ii. Socio-Economic aspect

The socio-economic aspect provides a conducive environment for an organization to implement its functions smoothly. The existing high population supports labor and potential industrial entrepreneurs and market for small industries. While the presence of more dimension culture, improved infrastructure (electricity, water, transport) support the establishment of small industries. Hence, SIDO takes these opportunities to implement its programs for supporting small industries.

iii. Technological Aspect

Technology plays a greater role in meeting society's increasingly diverse industrial needs. The fast changing Technology advancement, provides significant efficiency in an industrial economy. SIDO takes advantage through technology transfer, innovation, and commercialization for small industries' development. Furthermore, Information and Communication Technology (ICT) has changed the way institutions function and foster information dissemination and adoption.

iv. Environmental Aspects

SIDO is obliged to address the issue of environmental management and conservation according to the Environmental Management Act, Cap 191 of 2004. The organization emphasizes small industries to conserve the environment through control of waste management, planting trees, and control of pollution. Current trends and experiences in the climate change affected by industrialization and the requirements for reduction of greenhouse gases provide a good opportunity for SIDO to develop innovative climate resilience strategies to be disseminated to small industries in the areas of industrial technology development and utilization.

v. Legal Aspect

The conducive Legal and Regulatory Framework is pertinent to the development of small industries and plays a critical role in establishing and enabling a business environment. SIDO has been established by Parliament Act No. 28 of 1973, which mandated it to plan, coordinate, promote and provide support services for small industries development. The organization is also guided by several laws, policy, a regulation that provides a coherent philosophy for the development of small industries.

Critical Issues

The following are critical issues developed from the situational analysis.

- i. Improve training and Extension Services;
- ii. Strengthen Collaborations with Stakeholders;
- iii. Strengthen SIDO Investment capacity;
- iv. Enhance Technology and Industrial development; the
- v. Strengthen Marketing program;
- vi. Improve Credit services to Small Industries;
- vii. Improve Planning, Monitoring, and Evaluation;
- viii. Improve Human Resources Management;
- ix. Strengthen Financial Management and Sustainability;
- x. Improve Information Communication Technology Service;
- xi. Strengthen SIDO Legal services;
- xii. Reduce HIV/AIDS infections and Non- communicable diseases and improved supportive services; and
- xiii. Implement a National Anti-Corruption Strategy.

CHAPTER THREE: THE PLAN

3.0 INTRODUCTION

This chapter presents the strategic direction that SIDO has chosen informed by the critical issues highlighted in the situational analysis. It covers the Vision, Mission, Core Values, Objectives, strategies, targets, and Outcome indicators to be implemented in the next five years (2022/23- 2026/27) as described below: -

3.1 Vision, Mission, and Core Values

Vision

'A nation with competitive and sustainable small industries'

Mission

'To promote the development of small industries through the provision of technology, training, consultancy, marketing, and financial services for sustainable development'

Core Values

i. **Integrity**

We provide our services with a high degree of moral and ethical principles and values.

ii. **Impartiality**

We serve our clients fairly.

iii. **Professionalism**

We observe expertise and standard in delivering services to our clients.

iv. **Transparency**

We open share relevant information and prompt feedback to our stakeholders.

v. **Customer-focused**

We prioritize customer needs first.

vi. **Accountability**

We are responsible for our actions.

3.2 Objectives, Strategies, Targets, and Outcome Indicators

Objectives

SIDO has developed Six (6) objectives to be implemented for five years for a purpose of achieving its stated Vision and Mission as follows: -

- A. HIV/AIDS infections and Non-communicable diseases were reduced and supportive services improved;
- B. National anti-Corruption strategy implementation enhanced and sustained;
- C. Technology development and innovation for Small Industries enhanced;
- D. Training, Consultancy, and extension services for Small Industries Improved;
- E. Financial services and sustainability strengthened; and
- F. Institutional capacity to deliver supportive services improved.

Objective A: HIV/AIDS infection reduced and supportive services improved;

Rationale

The Government of Tanzania declared HIV/AIDS a national calamity in 1999. The HIV/AIDS pandemic and NCDs have adverse effects on human health and productivity in both national and household economies. The disadvantages due to the prevalence of HIV/AIDS and Non-Communicable Diseases include loss in loss of productive labor force and significant financial and time costs for care and treatment of people affected with HIV/AIDS.

SIDO is part of the Government Institution that has been facing several challenges in handling HIV/AIDS and NCDs. The challenges include some staff who do not declare their HIV and NCDs status and therefore fail to access care and supportive services. To address the challenges concerning HIV/AIDS and NCDs, the organization will employ the strategy below.

Strategies

Strengthen supportive services and mitigation measures against HIV/AIDS and NCDs

Targets

- i. Internal Policy for HIV/AIDs reviewed by June, 2023;
- ii. HIV/AIDS infected staff provided care and support services by June, 2027; and
- iii. Two (2) HIV/AIDS and NCDs awareness programs are conducted annually.

Outcome Indicators

- i. % of staff voluntarily tested for HIV/AIDS and NCDs; and
- ii. % of staff aware of the HIV/AIDS and NCDs.

Objective B: National anti-Corruption strategy implementation enhanced and sustained

Rationale

This objective aims at strengthening the anti-corruption mechanism by adopting National Anti-Corruption Strategy and Action Plan. SIDO shall not tolerate the prevalence of corruption since it threatens the ability to deliver satisfactory services to its customers. The organization will mitigate corruption practices by adhering to various laws, regulations, circulars, and directives that advocate for good governance and accountability.

Strategies

Strengthen the sensitization programs and measures to prevent and combat corruption

Targets

- i. Awareness program on preventing and combating corruption conducted by June 2027; and
- ii. Integrity committee Capacitated by June, 2027.

Outcome Indicators

- i. % Change of corruption cases approved; and
- ii. Stakeholders' perception of corruption at SIDO.

Objective C: Technology development and innovation for Small Industries enhanced

Rationale

Technology development and innovation are vital components for SIs development, thus ensuring increased use of technology, increase new value-added products, product quality, and production capacity. Services under this objective are the enhancement capacity of Technology Development Centers (TDCs) to produce required machines by SIs and participate in the development, innovation, and commercialization of technology. In addition, the institution supports the innovation of products through incubation program and facilitate the establishment and strengthening of industries through various programs/strategy like industrial cluster, ODOP, etc. Different challenges have been raised in improving Technology development and innovation, these are, inadequate capacity of TDCs and unimproved incubation program. In this plan, SIDO aims to strengthen TDC's capacity to deliver services and enhance technology development, innovation, and commercialization methodologies to ensure increased use of technology, new value-added products, quality products, and an increase in production capacity for SIs.

Strategies

- i. Strengthen Technology Development Centers (TDCs); and
- ii. Strengthen technology development, innovation, and establishment of Small industries.

Targets

- i. Three (03) TDCs equipped with new and modern production machines by June, 2027;
- ii. One (01) TDC established by June, 2027;
- iii. 2,500 industrial machines and 11,200 spare parts Manufactured by June, 2027;
- iv. Fourteen (14) research and development results on technology and products transferred for use annually
- v. 50 new innovative ideas incubated and graduated by June, 2027; and

- vi. 1600 Small Industries establishment facilitated through ODOP and Cluster by June, 2027

Outcome Indicators

- i. % change of machinery produced in TDCs;
- ii. % change of innovative technology; and
- iii. % change of small industry productivity.

Objective D: Training, Consultancy, and extension services for Small Industries Improved

Rationale

SIDO has been working with small industries (SI's) for around five (5) decades now in several areas including the provision of training and consultancy to SI's due to critical factors hindering their identification, planning, creation, growth, and competitiveness. Some of these factors include lack of product technical skills, entrepreneurship, and business skills that would enable them to overcome the obstacles faced.

It is thought that lack of entrepreneurship and business skills exacerbates the effects of the challenges above that would enable Small Industries to overcome some of the obstacles or plan strategically to grow and compete. The organization will continue to upgrade skills, knowledge, and attitude to small industries by strengthening its training programs and Improvement of consultancy and extension services delivery to Small Industries.

Strategies

- i. Strengthen training programs for Small Industries; and
- ii. Improve consultancy and extension services to Small Industries.

Targets

- i. Three (3) Training Manuals on entrepreneurship and business management, food processing, and chemical processing reviewed and used by June, 2027;
- ii. 96,000 entrepreneurs trained in business management, food processing, and chemical processing in 26 region offices by June, 2027;
- iii. 120 Business Development Providers (BDSP) capacitated by June, 2027;
- iv. 75,000 enterprises advised on business development services by June, 2027;
- v. 100 partnership business development projects targeting women, youth, and other marginalized groups identified and implemented by June, 2027
- vi. Two (2) TPCs equipped with training facilities by June, 2026;
- vii. 10,000 small industries facilitated to formalize product/services by June, 2027; and
- viii. 26 Regional Offices extension services supervised by June, 2027.

Outcome Indicators

- i. % change of knowledge and skills for small industries;
- ii. % change for small industries' competitiveness; and
- iii. % of formalized industries/enterprises after SIDO facilitation.

Objective E: Financial services and sustainability strengthened

Rationale

Achieving institutional financial sustainability is a goal set by SIDO in the long run to achieve the goals of safety, liquidity, and yield in all of the organization's investment activities. SIDO plans to increase its revenue collection annually, explore new avenues to accommodate to the operationalization of investment policy that aimed at attaining financial sustainability that will ensure programs, projects, and other activities are operated optimally and in a sustainable manner. Apart from being financially stable, the organization sees the importance of improving financial services delivery to meet the increasing demand of small industries. The organization will continue to expand its portfolio size and ensure an efficient financial services delivery system.

SIDO will liaise with various financial institutions in supporting small industries to access financial facilities.

Strategies

- i. Improve Institution revenue; and
- ii. Strengthen Credit services to Small Enterprises.

Targets

- i. Financial management systems integrated and implemented by June, 2023;
- ii. Revenue from internal sources increased by June, 2027;
- iii. Fund mobilization from external sources increased to (20%) by June, 2027;
- iv. Investment policy operationalized by June, 2023;
- v. Credit policy operationalized by June, 2023;
- vi. Loan portfolio increased by 3% annually;
- vii. 95% repayment rate attained by June, 2027; and
- viii. A loan worth 6 billion disbursed to 3,000 small enterprises annually.

Outcome Indicators

- i. Audit opinion;
- ii. % change of revenue collection; and
- iii. % level of customer satisfaction on loan provided.

Objective F: Institutional capacity to deliver mandated functions improved

Rationale

Implementation reports reveal that the organization's capacity to deliver services has been improved. However, for the smooth operation of the organization, some areas need improvement such as human resources, communication and information systems, working facilities, and financial service delivery. The organization will deliver its services in line with the governing laws and regulations to meet or exceed stakeholders' expectations.

Strategies

- i. Improve Human Resources Management and working environment;
- ii. Improve Information Communication and technology Systems;
- iii. Improve internal control system and good governance;
- iv. Improve SIDO Industrial Estates;
- v. Improve planning monitoring and evaluation; and
- vi. Strengthen marketing of SIDO services and SMIs products.

Targets

- i. Human Resources plan developed & implemented annually;
- ii. 26 offices equipped with working facilities by June, 2027;
- iii. 82 buildings rehabilitated by June, 2027;
- iv. 100% Staff welfare facilitated annually;
- v. Performance management system (OPRAS and Organization structure) implemented by June, 2027;
- vi. ICT infrastructure and e-office management information system operationalized by June, 2027;
- vii. Organization data storage and security system operationalized by June, 2027;
- viii. SIDO website updated and maintained by June, 2027;
- ix. Integrated ICT policy reviewed and implemented by June, 2027;
- x. Risk-based internal audit plan prepared and implemented annually;
- xi. Risk management systems are coordinated annually;
- xii. Corporate Legal services provided by June, 2027;
- xiii. Procurement services provided by June, 2027;
- xiv. 20 industrial buildings constructed by June, 2027;
- xv. Basic infrastructure (roads, water system, electricity, drainage system, fence) constructed and rehabilitated in all regions by June, 2027;
- xvi. Two (2) industrial parks established by June, 2027;
- xvii. Monitoring & evaluation systems established by June, 2027;
- xviii. Six (6) Corporate performance reports are prepared annually;

- xix. Corporate plans and budget prepared and implemented annually;
- xx. Client service charter reviewed and implemented by June, 2027;
- xxi. Implement Marketing strategy to promote SIDO Services and SMEs Products by June, 2027; and
- xxii. Dar es salaam Packaging centre strengthened by June, 2024

Outcome Indicators

- i. % level of customer satisfaction;
- ii. Audit opinion; and
- iii. Labour turnover.

CHAPTER FOUR: RESULT FRAMEWORK

4.0 INTRODUCTION

This chapter covers the development objective, result chain, and result framework matrix. Also includes a monitoring plan; planned reviews; evaluation plan and reporting plan as part of the monitoring and evaluation arrangements. It aims to track the progress of intended results envisioned in this Plan as well as assess the performance and realization of Institution Objectives.

4.1 The Development Objective

The overriding objective of SIDO is Developed and Competitive Small Industries that contribute to socio-economic growth. This overriding Development Objective represents the highest level of results envisioned by SIDO. However, the achievement SIDO Development Objective will be contributed by several other players.

4.2 Result Framework Matrix

The Result Framework matrix describes how the Development Objective will be achieved and how the results will be measured. It covers SIDO Development Objective, Objective Codes, Medium Term Objectives, Intermediate Outcomes and Outcome Indicators. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives.

Table 2: Result Framework Matrix

Development Objective	Objective Codes	Medium-Term Objectives	Intermediate Outcomes	Outcome Indicators
Developed and Competitive Small	A	HIV/AIDS infection was reduced and supportive services improved	<ul style="list-style-type: none">• Increased use of protective gears• Increased number of voluntary testing	<ul style="list-style-type: none">• % of staff voluntarily tested for HIV/AIDS and NCDs

Development Objective	Objective Codes	Medium-Term Objectives	Intermediate Outcomes	Outcome Indicators
Industries that contribute to economic growth			<ul style="list-style-type: none"> • Improved behavioral change in diet and physical exercise towards mitigation of NCDs • Increased budget for care and supportive services for HIV/AIDS infected staff • Increased number of staff declaring their health status on HIV/AIDS and NCDs • Decreased new cases of non-communicable diseases and HIV/AIDS 	<ul style="list-style-type: none"> • % of staff aware of the HIV/AIDS and NCDs
	B	National anti-Corruption strategy implementation enhanced and sustained	<ul style="list-style-type: none"> • Reduced number of corruption cases • Increased stakeholder's positive perception of SIDO's integrity • Increased transparency and accountability • Improved adherence to the Rules and regulations 	<ul style="list-style-type: none"> • % change of corruption cases approved • Stakeholders' perception of corruption at SIDO

Development Objective	Objective Codes	Medium-Term Objectives	Intermediate Outcomes	Outcome Indicators
	C	Technology development and innovation for Small Industries enhanced	<ul style="list-style-type: none"> • Increased TDCs product quality and productivity • Increased use of innovative technology and product to SIs • Increased number of SIs • Increased adherence to technological advice by SIs 	<ul style="list-style-type: none"> • % change of machinery produced in TDCs • % change of innovative technology • % change in small industry productivity
	D	Training, Consultancy, and extension services for Small Industries Improved	<ul style="list-style-type: none"> • Increased knowledge and skills in Small industries • Increased number of projects implemented jointly with stakeholders • Increased number of formalized small industries • Increased number of entrepreneur's groups and associations • Increased number of qualified Business Development Service Providers 	<ul style="list-style-type: none"> • % change of knowledge and skills for small industries • % change for small industries' competitiveness • % of formalized industries/enterprises after SIDO facilitation

Development Objective	Objective Codes	Medium-Term Objectives	Intermediate Outcomes	Outcome Indicators
	E	Financial services and sustainability strengthened	<ul style="list-style-type: none"> • Increased loan portfolio size • Reduced delinquency rate • Improved revenue collection • Increased adherence to financial regulations • Increase in small industries access to financial services 	<ul style="list-style-type: none"> • Audit opinion • % change of revenue collection • % level of customer satisfaction on loan provided
	F	Institutional capacity to deliver supportive services improved	<ul style="list-style-type: none"> • Improved quality of service delivery • Increased compliance with laws, rules, and regulations • Reduced labour turnover • Improved SIDO visibility • Increased accessibility of organization services • Improved working 	<ul style="list-style-type: none"> • % level of customer satisfaction • Audit opinion • Labour turnover

Development Objective	Objective Codes	Medium-Term Objectives	Intermediate Outcomes	Outcome Indicators
			environment <ul style="list-style-type: none"> • Increased collaboration with stakeholders 	

4.3 Monitoring Plan

The monitoring plan covers the indicators and indicator description, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency, and responsible Directorate or Unit.

Table 3: Monitoring Plan

S/No	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
1.	<p>Percentage of staff voluntarily tested for HIV/ AIDS and NCDs</p> <p>This indicator intends to measure the effectiveness of awareness programs conducted for staff on HIV/ AIDS & NCDs.</p> <p>This will be attained by calculating</p>	2021	X	55	65	75	85	95	SIDO	Documentary review	Annually	Awareness report, Medical test reports	Annually	DFA

	<p>the percentage of staff who had responded to voluntary testing after the awareness programs</p> <p>$X/Y*100$</p> <p>Whereby:</p> <p>X= Number of staff tested</p> <p>Y = Total number of staff who attended the awareness program</p>													
2.	<p>Percentage of staff aware of the HIV/AIDS and NCDs</p> <p>This indicator intends to measure the percentage of staff involved in various awareness programs</p>	2021	X	60%	75%	80%	85%	95%	SIDO	Documentary review	Quarterly	Awareness program reports	Quarterly	DFA

	<p>An indicator will be attained by calculating the percentage of staff involved in various HIV/AIDS and NCDs programs divided by the total number of staff</p> <p>$X/Y*100$</p> <p>Whereby:</p> <p>X= Number of Staff attended</p> <p>Y = Total number of Staff</p>													
3.	<p>Percentage change of corruption cases reported</p> <p>This indicator intends to measure the increase or decrease of</p>	2021	1	0	0	0	0	0	SIDO	Documentary review	Quarterly	Integrity Committee reports ·	Quarterly	DFA

	<p>corruption incidences.</p> <p>This indicator will be attained by collecting data annually and relating the magnitude for the multiple periods</p> <p>(X-Y)</p> <p>Whereby:</p> <p>X = corruption cases approved current year</p> <p>X= corruption cases approved base</p>													
4.	<p>Stakeholders' perception of corruption at SIDO</p> <p>This indicator intends to measure corruption practices at</p>	June 2022	X	500	550	600	650	700	Customer satisfaction survey	Questionnaire Interview Focus Group Discussion (FGD)	Annually	Survey report	Annually	DMI

	<p>SIDO</p> <p>This indicator will be attained by calculating the percentage of those who perceive there is no corruption against the number of respondents</p> <p>X= Total Respondents</p> <p>Y = Number of stakeholders with high perception</p>													
5.	<p>% change of machinery produced in TDCs</p> <p>This indicator intends to measure the status of machine production in TDCs for small industries</p>	2021	xx	x	x	x	x	X%	SIDO	Document review	Quarterly	Performance Report TDC	Quarterly	DTDI

	<p>This can be Calculated by $x/y*100$ Where; x=actual machinery manufactured y= planned number of machinery to be manufactured</p>													
6.	<p>% change of innovative technology</p> <p>This indicator intends to measure the status of innovative technology developed for small industries</p> <p>This can be calculated by $x/y*100$ Where; x=actual number of machinery innovated y= planned number of</p>	xx	xx	x	x	x	x	X%	SIDO	Document review	Annual	Document review	Quarterly	DTDI

	technologies to be innovated													
7.	<p>% change of knowledge and skills utilization for small industries</p> <p>This indicator intends to measure % the utilization of knowledge and skills in small industries trained</p> <p>This can be calculated by $x/y*100$ Where; x= number of small industries utilizing skills acquired y= total number of small industries to be trained</p>	2021	x	X%	X%			X%	SIDO	Survey,	Annually	Survey report	Annually	DTRA

8.	<p>% change for small industries' competitiveness</p> <p>This indicator intends to measure</p>														
9.	<p>% of formalized industries/enterprises after SIDO facilitation</p> <p>This indicator intends to measure the % increase of formalized small industries after SIDO facilitation</p> <p>This is calculated by $x/y*100$ Where; x= number of formalized small industries y= Total number of small industries</p>	xx	xx	X%	x	x	x	x	SIDO	Document review	Quarterly	Reports	Quarterly		DTRA

	facilitated													
10.	<p>Audit opinions</p> <p>This indicator intends to measure the rating level of fair presentation of the operational results</p> <p>This will be attained based on an audit report conducted annually</p> <p>X - Y</p> <p>X = Total number of quarries Y = Number of uncleared quarries</p>	2021	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	CAG	Documentary review	Annually	Audit report	Annually	DFA
11.	<p>Percentage change in revenue collection</p> <p>This indicator intends to</p>	2021	X	X%	x	x	x	x	SIDO	Documentary review	Quarterly	Financial report	Quarterly	DFA

	<p>measure the capacity of the organization to increase revenue collection.</p> <p>This indicator will be calculated by</p> $(x-y)/y*100$ <p>X = current collection</p> <p>y = Base year value</p>													
12.	<p>Level of customers' satisfaction</p> <p>This indicator intends to measure the ability of SIDO to meet customer's needs and expectations in the provision of services</p> <p>This indicator will be calculated by</p>	2021	x	X%	x	x	x	x	Customer satisfaction survey	Questionnaire Interview Focus Group Discussion (FGD)	Annually	Survey report	Annually	DMI

	$X/Y*100$ X= Number of satisfied stakeholders Y = Total number of Respondents													
13.	Rate of staff turnover This indicator intends to measure the ability of SIDO to retain its staff This indicator will be calculated by $X/(Y1+Y2)/2*100$ where X= Number of staff left Y1 = number of staff beginning of the year Y2 = number of staff end of the year	2021	x	x	x	x	x	x	SIDO	Document review	quarterly	Reports	Quarterly	DFA

4.4 Planned Review

The planned reviews cover review meetings, milestones, and rapid appraisals. These reviews aim to obtain progressive status on the implementation of the strategic plan

Review Meetings

Various meetings will be conducted to track progress on the milestones, activities, and targets/outputs critical for the achievement of organizational objectives (Table 4):

Table 4: Review Meeting

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Board of Directors	Quarterly	Chairperson of the Board	Board members, Management Members
2.	Management meetings (HQ)	Weekly	Director General	Directors, Head of the unit, TUICO
3.	Directorate/ Unit meeting	Monthly	Directors/ Head of unit	Directorate staff/ Unit staff
4.	Regional Management	Monthly	Regional managers	Regional management/ technical staff
5.	Workers Council	Annually	Director General	Workers Council members, Management Members, TUICO representative
6.	ICT Steering Committee	Quarterly	Chairman appointed by DG	Members appointed by DG
7.	Tender Board Meeting	As per Procurement Plan	Chairman appointed by DG	Tender Board and HPMU
8.	Integrity Committee	Quarterly	Chairman appointed by DG	Members appointed by DG
9.	Appointment and Disciplinary Committee	Annually	Director General	Management members, Managers, Trade Union representatives, and HRM
10.	Regional Small and Medium Enterprise Advisory	Quarterly	Chairman appointed by DG	RM, Professional staff, Bank, Chamber, Appointed SME, RAS, VETA, Universities

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
	Committee			

Planned Milestones

The following planned milestones will be implemented in this Strategic Plan as detailed in the Table 5:

Table 5: Planned Milestones

Years	Planned Reviews	Milestones	Time frame	Responsible Person
2022/23	One (1) review per year	Strategic implementation of Investment Policy developed and operationalized	July, 2022	DMI
		The existing training manual reviewed and operationalized	June, 2023	DTRA
		24,000 entrepreneurs provided with training on entrepreneurship, business management, and technical skills conducted	June, 2023	DTRA
		25 strategic partnership business development projects targeting youth, women and other marginalized groups identified and implemented	June, 2023	DTRA
		Four (4) e-learning training modules prepared and uploaded	June, 2023	DTRA
		Two (2) TDCs equipped with new and modern production machines	June, 2023	DTDI
		750 industrial machines manufactured	June, 2023	DTDI
		Eight (8) Value-adding technology innovated	June, 2023	DTDI

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		Ten (10) new innovative ideas incubated	June, 2023	DTDI
		400 Small Industries establishment facilitated	June, 2023	DTDI
		HIV/AIDS and NCDs awareness programs developed and implemented	June, 2023	DFA
		Anti-corruption awareness programs developed and implemented	June, 2023	DFA
		Human Resource Plan developed and implemented	June, 2023	DFA
		Integrated ICT Policy reviewed and implemented	June, 2023	ITM
		SIDO services and small industries products and services promoted	June, 2023	DMI
		Credit Policy implemented	June, 2023	DFA
		12 Industrial buildings constructed	June, 2023	DMI
2023/24		24,000 entrepreneurs provided with training on entrepreneurship, business management and technical skills	June, 2024	DTRA
		25 strategic partnership business development projects targeting youth, women and other marginalized groups identified and implemented	June, 2024	DTRA
		Four (4) e-learning training modules prepared and uploaded	June, 2024	DTRA
		One (1) TDC equipped with new and modern production machines	June, 2024	DTDI
		Four (4) New Value-adding technologies developed	June, 2024	DTDI

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		One (1) TDC established in Chato	June, 2024	DTDI
		750 industrial machines manufactured	June, 2024	DTDI
		Eight (8) Value-adding technologies innovated	June, 2024	DTDI
		Ten (10) new innovative ideas incubated	June, 2024	DTDI
		400 Small Industries establishment facilitated	June, 2024	DTDI
		Internal HIV/AIDS Policy reviewed and implemented	June, 2024	DFA
		HIV/AIDS and NCDs awareness programs developed and implemented	June, 2024	DFA
		Incentive Scheme developed and implemented	June, 2024	DFA
		Organization structure reviewed and implemented	June, 2024	DFA
		Credit Policy implemented	June, 2024	DFA
		SIDO services and small industries products and services promoted	June, 2024	DMI
		12 Industrial buildings constructed	June, 2024	DMI
		Open Review Performance Appraisal implemented	June, 2024	DFA
		Integrated ICT Policy implemented	June, 2024	ITM
2024/25		24,000 entrepreneurs provided with training on entrepreneurship, business management, and technical skills	June, 2025	DTRA
		25 strategic partnership business development projects targeting youth, women and other marginalized groups identified and implemented	June, 2025	DTRA

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		Four (4) New Value-adding technologies developed	June, 2025	DTDI
		750 industrial machines manufactured	June, 2025	DTDI
		Eight (8) Value-adding technologies innovated	June, 2025	DTDI
		Ten (10) new innovative ideas incubated	June, 2025	DTDI
		400 Small Industries establishment facilitated	June, 2025	DTDI
		HIV/AIDS and NCDs awareness programs developed and implemented	June, 2025	DFA
		12 Industrial buildings rehabilitated	June, 2025	DMI
		SIDO services and small industries products and services promoted	June, 2025	DMI
2025/26		24,000 entrepreneurs provided with training on entrepreneurship, business management, and technical skills	June, 2026	DTRA
		25 strategic partnership business development projects targeting youth, women and other marginalized groups identified and implemented	June, 2026	DTRA
		100 enterprises facilitated to formalize their businesses	June, 2026	DTRA
		Four (4) New Value-adding technologies developed	June, 2026	DTDI
		One (1) TDC established in Dodoma	June, 2026	DTDI
		Eight (8) Value-adding technologies innovated	June, 2026	DTDI

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		Ten (10) new innovative ideas incubated	June, 2026	DTDI
		400 Small Industries establishment facilitated	June, 2026	DTDI
		12 Industrial buildings rehabilitated	June, 2026	DMI
		Open Review Performance Appraisal implemented	June, 2026	DFA
		SIDO services and small industries products and services promoted	June, 2026	DMI
2026/27		24,000 entrepreneurs provided with training on entrepreneurship, business management, and technical skills	June, 2027	DTRA
		25 strategic partnership business development projects targeting youth, women and other marginalized groups identified and implemented	June, 2027	DTRA
		750 industrial machines manufactured	June, 2027	DTDI
		Eight (8) Value-adding technologies innovated	June, 2027	DTDI
		Ten (10) new innovative ideas incubated	June, 2027	DTDI
		400 Small Industries establishment facilitated	June, 2027	DTDI
		Procurement plan prepared and implemented	June, 2027	HPMU
		Integrated ICT Policy implemented	June, 2027	ITM
		12 Industrial buildings constructed	June, 2027	DMI

Rapid Appraisals

The Rapid appraisals cover the type of rapid appraisal, Description of the Rapid Appraisal, Methodology, Frequency and Responsible Person. It intends to gather information for facilitating the implementation of planned activities (Table 6).

Table 6: Rapid Appraisals

S/N	Rapid Appraisal Title	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
1.	Post audit assessment study	The study aims at examining the cause of the recurrence of audit queries The finding shall inform the corrective measures to be undertaken	i. What are the root causes of these audit queries? ii. What are the preventive measures to be undertaken?	<ul style="list-style-type: none"> • Interview • Document review • Questionnaire 	Annually	DFA
2.	A study to assess the effectiveness of strategy used for	This study aims at strengthening internal revenue collection	i. What are the available strategies for internal revenue	<ul style="list-style-type: none"> • Interview • Document review • Questionnaire 	Annually	DFA

S/N	Rapid Appraisal Title	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
	revenue collection	Findings shall inform which strategy is effective for revenue collection	<p>collection?</p> <p>ii. What are the challenges associated with revenue collection?</p> <p>iii. What is the available opportunity which can be utilized by SIDO to generate more funds?</p> <p>iv. Which strategy has proven to collect more revenue</p>			
3.	A study to assess the quality of training programs	This study aims at assessing the quality of the	i. What are the qualifications of trainers?	<ul style="list-style-type: none"> • Interview • Document review • Questionnaire 	Annually	DTRA

S/N	Rapid Appraisal Title	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
		training program offered by SIDO. Findings shall inform the improvement of the training program to meet stakeholders' expectations	<ul style="list-style-type: none"> ii. Are the training facilities adequate? iii. Are the training modules relevant? iv. What are the challenges in the provision of training? v. What are the recommendations for improvement of training? 	<ul style="list-style-type: none"> • Focus Group Discussion (FGD) • Physical Observation 		
4.	A study on the acceptability of machines manufacture	The study aims at assessing the acceptability of machines	i. Are machines manufactured meet the intended production	<ul style="list-style-type: none"> • Interview • Document review <p>Questionnaire</p> <ul style="list-style-type: none"> • Focus Group 	Annually	DTDI

S/N	Rapid Appraisal Title	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
	ed by SIDO	manufacture d by SIDO Finds from the study will facilitate the improvement of machines manufacture d	capacity? ii. Are the machines manufacture d meet intended use? iii. Do our machines need frequent maintenance ? iv. Is the price for machine friendly and affordable? v. What should be done to enhance the acceptability of the SIDO machine?	Discussio n (FGD) • Physical Observati on		

4.5 Evaluation Plan

The evaluation plan covers the evaluation type, evaluation questions, methodology, timeframe, and the responsible persons.

The evaluation plan (Table 7) intends to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in this Strategic Plan.

Table 7: Evaluation plan

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1.	Customer satisfaction level on SIDO service delivery	This evaluation aims at assessing the effectiveness of SIDO service delivery to customers	<ul style="list-style-type: none"> i. Are SIDO services accessible and reliable? ii. Are customers' complaints duly handled? iii. To what extent do customers satisfy with SIDO services? iv. What is the uniqueness of SIDO services? v. What is the customers' recommendation on SIDO services? 	<ul style="list-style-type: none"> i. Survey ii. Questionnaires iii. Interview iv. Documents review v. Focus Group Discussion (FGD) 	June 2025	DMI
2.	Market research	This study aims to evaluate the penetration	<ul style="list-style-type: none"> i. What is the type of product produced by Small 	<ul style="list-style-type: none"> i. Survey ii. Questionnaires iii. Interview 	2026	DTRA

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
		of Small Industries' products in the local market	Industries? ii. How do Small industries comply with different standards? iii. Who are the competitors? iv. What is the market segment of the SIs products? v. What are sales volume of Sis products against total sales in that particular market segment?	w iv. Documents review v. Focus Group Discussion (FGD)		
3.	Organization self-evaluation	This aims to evaluate how SIDO operates as per mandated functions	i. To what extent has the organization implemented the mandate ii. What is the shortcoming	i. Document review ii. Survey iii. Questionnaires iv. Focus Group v. Discussion	June 2023	DFA

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
			<p>in implementing the mandate?</p> <p>iii. Are the control systems in place and sufficient?</p> <p>iv. Are resources in place, adequate and effective for the execution of the mandate?</p> <p>v. Is there sufficient competence to execute the mandate?</p> <p>vi. What are the financial impacts to SIDO in executing</p>	vi. Interviews		

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
			<p>the mandate?</p> <p>vii. What is the opportunity available to improve SIDO operations?</p>			

4.6 REPORTING PLAN

This involves the internal and external reports plan that will be conducted during the execution of the strategic plan.

Internal Reporting Plan

The internal report covers the type of report, recipient, frequency and responsible person. Six (6) internal reports will be prepared annually and quarterly or on-demand basis and submitted to the Director General for action as described in the Table 8.

Table 8: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Performance Report	Director General	Annually	DMI
2.	Internal Audit Reports	Director General	Quarterly	Chief Internal Auditor
3.	Monitoring Evaluation Report	Director General	Annually	DMI
4.	Procurement report	Director General	Quarterly	HPMU

5.	Financial report	Director General	Quarterly	DFA
6.	Legal report	Director General	Quarterly	CS

External Reporting Plan

The external reporting covers the type of report, recipient, frequency and responsible person. Eight (8) reports will be prepared annually and quarterly or on-demand basis and submitted to various external stakeholders for their action as described in the Table 9.

Table 9: External Reporting Plan

S/N	TYPE OF REPORT	RECIPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Performance reports (Progress Reports, Budget Memorandum, MTEF, Ruling Party Manifesto)	Permanent Secretary MIT, Treasury Registrar	Annually	Director General
2.	Financial Statements	Permanent Secretary MIT, MoFP, Treasury	Annually	Director General
3.	Board Performance report	Treasury Registrar	Annually	Chairperson of the Board
4.	Project execution reports Development	Ministry of Finance and Planning,	As per plan	Director General
5.	Integrity reports	Chief Permanent Secretary	Quarterly	Director General
6.	Procurement	PPRA	Quarterly	Director General

7.	Risk Management	Internal Auditor General	Quarterly	Director General
8	Legal Reports	Attorney General	Quarterly	Director General

Table 10: *Strategic Plan Matrix*

Strategic Plan Matrix

CODE	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
A.	HIV/AIDS infections and Non-communicable diseases reduced and supportive services improved;	Strengthen supportive services and mitigation measures against HIV/AIDS and NCDs	Internal Policy for HIV/AIDS reviewed by June, 2023	DFA	<ul style="list-style-type: none"> • % of staff voluntarily tested for HIV/AIDS and NCDs • % of staff aware of the HIV/AIDS and NCDs
			HIV/AIDS infected staff provided care and support services by June, 2027	DFA	
			Two (2) HIV/AIDS and NCDs awareness programs conducted annually	DFA	
B.	National anti-Corruption strategy implementation enhanced and sustained;	Strengthen the sensitization programs and measures to prevent and combat corruption	Awareness program on preventing and combating corruption conducted by June, 2027	DFA DFA	<ul style="list-style-type: none"> • % change of corruption cases approved • Stakeholders' perception on corruption at SIDO
			Anti-corruption integrity committee Capacitated by June, 2027		
C.	Technology development and innovation for Small Industries enhanced	Strengthen Technology Development Centers (TDCs)	Three (3) TDCs equipped with new and modern production machines by June, 2027	DTDI	<ul style="list-style-type: none"> • % change of value-added technology • % change of machinery produced in TDCs • % change in use of machine produced by SIDO for small industries
			One (2) TDC established by June, 2027	DTDI	
			2,400 industrial machines and 11,200 spare parts Manufactured by June, 2027	DTDI	

CODE	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
		Strengthen technology development, innovation and establishment of Small industries	Four (4) New Value adding technology developed annually	DTDI	
			Eight (8) Value adding technology innovated annually	DTDI	
			10 Value adding technology commercialized annually	DTDI	
			50 new innovative idea incubated and graduate by June, 2027.	DTDI	
			1600 Small Industries establishment facilitated through ODOP and Cluster by June, 2027	DTDI	
D.	Training, Consultancy and extension services for Small Industries Improved	Strengthen training programs for Small Industries	Three (3) Training Manuals on entrepreneurship and business management, food processing and chemical processing reviewed and implemented by June, 2027	DTRA	<ul style="list-style-type: none"> • % change of knowledge and skills utilization for small industries • % change for small industries competitiveness • % industries/enterprise established after trained on business management and technical skills
			96,000 entrepreneurs trained on business management, food processing and chemical processing in twenty-six region offices (26) by June, 2027	DTRA	
			120 Business Development Providers (BDSP) capacitated by June, 2027	DTRA	

CODE	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
		Improve consultancy and extension services to Small Industries	75,000 enterprises advised on business development services by June, 2027	DTRA	
			Two (2) TPCs equipped with training facilities	DTRA	
			100 strategic partnership with stakeholders supporting women, youth and another marginalized group strengthened by June, 2027	DTRA	
			10,000 small industries facilitated to formalize product/services by June, 2027	DTRA	
E.	Strengthen financial and sustainability	Strengthen institution revenue	Financial management systems integrated and implemented by June, 2023	DFA	<ul style="list-style-type: none"> • Audit opinion • % change of revenue collection • % Level of customer satisfactions on loan provided
			Revenue from internal sources increased annually	DFA	
			Fund mobilization from external sources increased to (30%) by June, 2027	DFA	
			Investment policy operationalized by June, 2023	DMI	
		Strengthen credit services to small enterprises	DFA		

CODE	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
			loan portfolio increased by 3% annually	DFA	
			95% repayment rate attained by June, 2027	DFA	
			Loan worth 7 billion disbursed to 3,000 small enterprises annually	DFA	
F.	Institutional capacity to deliver supportive services improved	Improve Human Resources Management and working environment	Human Resources plan developed & implemented annually	DFA	<ul style="list-style-type: none"> • % Level of customer satisfactions • Audit opinion • Labour turnover
			26 offices equipped with working facilities	DFA	
			20 office building rehabilitated by June, 2027	DFA	
			100% Staff welfare facilitated annually	DFA	
			Performance management system (OPRAS and Organization structure) implemented by June, 2025	DFA	
		Improve Information Communication and technology System	ICT infrastructure and e-office management information system operationalized by June, 2027	ITM	
			Organization data storage and security system operationalized by June, 2027	ITM	
			SIDO web site updated and maintained by June, 2027	ITM	

CODE	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
			Integrated ICT policy reviewed and implemented by June, 2027	ITM	
		Improve internal control system and good governance	Risk based internal audit plan prepared and implemented annually	CIA	
			Risk management systems coordinated annually	CIA	
			Corporate Legal services provided by June, 2027	CS	
			Procurement services provided by June, 2027	HPMU	
			Improve SIDO industrial infrastructure	Two (2) TPCs building rehabilitated by 2027	DMI
			60 Industrial building rehabilitated by June, 2027	DMI	
			20 industrial building constructed by June, 2027	DMI	
			Basic infrastructure (roads, water system, electricity, drainage system, fence) constructed and rehabilitated in all region by June, 2027	DMI	
			Two (2) industrial parks established by June, 2027	DMI	

CODE	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
		Improve planning and monitoring and evaluation	Monitoring & evaluation systems established by June, 2027	DMI	
			Six (6) Corporate performance reports prepared annually	DMI	
			Corporate plans and budget prepared and implemented annually	DMI	
		Strengthen marketing of SIDO services and SMIs products	Client service charter reviewed and implemented by June, 2027	DMI	
			Market strategy implemented by June, 2027	DMI	
			Dar es Salaam Packaging center strengthened by June, 2024	DMI	

APPROVED SIDO ORGANIZATION STRUCTURE

