

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF WORKS AND TRANSPORT



LATRA CONSUMER CONSULTATIVE COUNCIL

FINAL STRATEGIC PLAN

(2022/23 – 2024/25)

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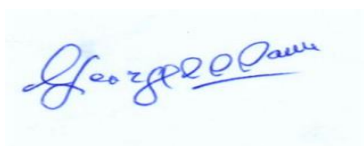
STATEMENT OF THE COUNCIL CHAIRMAN

Land Transport Regulatory Authority Consumer Consultative Council (LATRA CCC) was established under Section 29 of the LATRA Act No. 3 of 2019. The Council strives to represent interests of land transport services consumers to LATRA and to the government so as to make them satisfied with the services. The Strategic Plan for 2022/23 to 2024/25 is prepared to guide the Council in the manner that will guarantee provision of good, reliable, affordable and safe land transport services. Further the Plan is meant to ensure efficient and effective allocation and management of resources in addition to setting out initiatives which will help the Council in addressing performance gaps identified in previous planning cycles.

The Plan is a management tool which will catalyze attainment of improved consumer-oriented land transport services for social economic development in Tanzania. Therefore, I am pleased to present this new Strategic Plan to all land transport stakeholders in the country. The Plan contains initiatives through which the Council ably demonstrates how it will execute its mandated functions and serve stakeholders better.

Last but not least, I would like to thank all those who took part in developing the Strategic Plan in particular Council Members, Secretariat staff, Regional Consultative Councils, LATRA, Ministry of Works and Transport and the experts from the President's Office - Public Service Management and Good Governace. It is my hope and trust that what remains now is for the Council to play its critical role of seeing to it that this three-years plan is fully implemented. I have every reason to believe that all members of the Council and the Secretariat have the capability and zeal to do just that.

I look forward to witnessing positive changes as enshrined in this new Plan and wish the Council success.



Dr. George M. Makuke

Council Chairman

STATEMENT OF THE EXECUTIVE SECRETARY

The previous LATRA CCC Strategic Plan ended on 31st December 2022 and thus there was a need to prepare another plan to guide the Council's operations for the next three financial years. This new LATRA CCC Strategic Plan covering financial year 2022/2023 to 2024/2025 aligns with the government planning framework which includes the National Five-Year Development Plan (2021/2022 – 2025/2026), Tanzania Development Vision 2025, the Ruling Party Manifesto (2020 – 2025) and other government directives geared towards safeguarding interests of consumers of land transport services. The plan also promotes global initiatives under the Sustainable Development Goals (2016 – 2030).

The Strategic Plan is prepared in compliance with the Medium-Term Expenditure Framework (MTEF) and through a consultative process involving various internal and external stakeholders. The plan provides a roadmap to achieve the Council's mandates as provided under Section 29 of LATRA Act No. 3 of 2019. The Plan will guide LATRA CCC Secretariat towards achieving the Council's Vision and Mission in the next three years. It is my hope that implementation of this plan will improve land transport services to the satisfaction of all consumers in Tanzania.



Leo John Ngowi

Ag. Executive Secretary

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ABBREVIATIONS

AIDS	Acquired Immunodeficiency Diseases Syndrome
ES	Executive Secretary
EWURA	Energy and Water Utilities Regulatory Authority
FYDP	Five Year Development Plan
HIV	Acquired Immunodeficiency Virus
ICT	Information and Communication Technology
LATRA CCC	Land Transport Regulatory Authority Consumer Consultative Council
LATRA	Land Transport Regulatory Authority
MoFP	Ministry of Finance and Planning
MoWT	Ministry of Works and Transport
MTEF	Medium Term Expenditure Framework
NASCAP	National Anti-corruption Strategy and Action Plan
NCDs	Non-Communicable Diseases
PESTEL	Political, Economical, Social, Technological, Environment and
PLWHA	People Living With HIV and AIDS
RCC	Regional Consumers' Council
SGR	Standard Gauge Railway
SWOC	Strengths, Weaknesses, Opportunities and Constraints
TDV	Tanzania Development Vision
UDOM	University of Dodoma
UDSM	University of Dar es Salaam

EXECUTIVE SUMMARY

This Strategic Plan is to be implemented in a span of three financial years from 2022/23 to 2024/25. Preparation of this plan was guided by the Medium Term Expenditure Framework (MTEF). It also took into account national development frameworks and sector policies including the Tanzania Development Vision 2025, Five Year Development Plan (FYDP III – 2022/23 – 2025/26), National Transportation Policy 2003, National Roads Safety Policy (2009), the ruling party “*Chama cha Mapinduzi*” Election Manifesto 2020 and LATRA Strategic Plan 2020/21 – 2024/25.

Participatory approach was adopted in the preparation of this document. The process involved representatives from the Ministry of Works and Transport (MoWT), Ministry of Finance and Planning (MoFP), LATRA, Regional Consumer Committees (RCCs), Tanzania Police Force-Traffic Division, Tanzania Railways Corporation (TRC) and National Institute of Transport (NIT) , Tanzania Bus Owners Association (TABOA), among others. This plan strives to achieve four strategic objectives; namely:-

- (i) HIV/AIDS infections and Non - Communicable diseases reduced and supportive services improved;
- (ii) National Anti-Corruption strategy implementation enhanced and sustained;
- (iii) Protection of land transport consumers rights and obligations strengthened; and
- (iv) Institutional capacity to deliver services strengthened.

Effective implementation of the above objectives is expected to result into achievement of several major outcomes including reduced HIV infection rates, reduced percentage of staff suffering from non-communicable diseases and improved staff integrity. Also, the plan will lead to increased land transportation consumers’ satisfaction and awareness of their rights and obligations. In addition, the Plan intends to contribute to improved change of consumers’ behavior while boarding commuter buses as well as the Council’s visibility to both internal and international stakeholders.

CHAPTER ONE

INTRODUCTION

1.1 Historical Background

The LATRA Consumer Consultative Council (LATRA CCC) was established under section 29 of the Land Transport Regulatory Authority (LATRA) Act No. 3 of 2019. The LATRA Act repeals the former Surface and Marine Transport Regulatory Authority (SUMATRA) Act and came into force on April 29, 2019 after it was published in the Government Gazette (GN) No. 358 of 26/04/2019. This law establishes two institutions namely LATRA and LATRA CCC. Each institution is independent in structure, responsibilities, objectives, authority and operations. The Council is under the Ministry of Works and Transport and was re-launched on 19 April, 2021.

LATRA CCC is a government consumer's Council working under the Ministry of Works and Transport (MoWT). The Council comprises seven members who are appointed by the Minister responsible for transport. The Council is the top policy and decision-making organ headed by a Chairperson. The Secretariat is responsible for day-to-day operations of the Council under the Executive Secretary (ES) who is the Accounting Officer, reporting to the Council.

1.2 Council's Mandate

LATRA CCC is established under section 29 of the Land Transport Regulatory Authority (LATRA) Act No. 3 of 2019 to carry out the following functions: -

- i. To represent the interests of land transport consumers by making submissions to, providing views and information to and consulting with the Authority, Minister and regulated sector Ministers;
- ii. To receive and disseminate information and views on matters of interest to consumers of regulated goods and services;
- iii. To establish regional and regulated sector consumer committees and consult with them;
- iv. To consult with industry, Government and other consumer groups on matters of interests to consumers of regulated goods and services;
- v. To establish local and sector consumer committees and consult with them; and
- vi. To conduct research on the matters affecting interest of consumers of a regulated sector.

1.3 Purpose of the Plan

This Strategic Plan (SP) is the road map through which the Council will achieve its Vision and Mission. It is a tool for informing stakeholders, management, employees and clients about what the Council is planning to do in the next three years. The Plan will be the main tool for reference when preparing annual plans and budgets to ensure efficiency and effective allocation of resources.

1.4 Approach

The SP was developed in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. It was prepared in a participatory approach involving representatives from the Ministry of Works and Transport (MoWT), Ministry of Finance and Planning (MoFP), LATRA, Regional Consumer Councils (RCCs), Tanzania Police Force-Traffic Division, Tanzania Railways Corporation (TRC), Energy and Water Utilities Regulatory Authority (EWURA), Tanzania Civil Aviation Authority (TCAA) Consumer Consultative Council, National Institute of Transport (NIT) and Dar es Salaam Rapid Bus Transit (DART), Tanzania Bus Owners Association (TABOA), among others. Also, the Secretariat obtained inputs from several Regional Administrative Secretaries (RAS) and District Executive Directors (DEDs).

In the course of development of the Plan, several relevant documents were reviewed to align it with National Policy Frameworks which includes: Tanzania Development Vision 2025, Five Years Development Plan (FYDP III) 2021/22 – 2025/26, Ruling Party Manifesto 2020, National Transport Policy 2003, National Roads Safety Policy 2009, National Policy on HIV/AIDS 2001 and LATRA Strategic Plan 2020/21 – 2024/25. Review of performance for the period covered by the previous Strategic Plan, Stakeholders' SWOC and PESTEL analysis were also conducted.

1.5 Layout of the Plan

The Strategic Plan 2022/23 - 2024/25 contains four chapters. Chapter one is an introduction, it includes organizational background, mandates, purpose of the Plan and methodological approach. Chapter Two presents situation analysis and review of the previous Vision, Mission, relevant documents and performance for the period covered by the previous Strategic Plan as well as stakeholders' analysis, SWOC analysis and other critical issues. Chapter Three highlights revised Vision and Mission statements, strategic objectives, strategies, targets and

outcome indicators for 2022/23 to 2024/25. Chapter Four contains the results framework including results matrix, planned milestones, planned appraisals, planned reviews and review meetings. The document has two annexes which are the strategic plan matrix and LATRA CCC organization structure.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This Chapter covers the analysis of the current Strategic Plan, Vision and Mission, review of relevant documents, Performance Review, Stakeholders Analysis, SWOC Analysis, Recent Initiatives and Critical Issues which need to be addressed by the Plan

2.1 Analysis of Vision and Mission of Last Strategic Plan

2.1.1 Vision

The Vision was “*to be the best Council in the region for empowering and safeguarding consumers’ interests in surface and marine transport*”. The analysis revealed that the Vision was over ambitious, too long and internally focused. In that case, the vision has to be revised accordingly.

2.1.2 Mission

The Mission was “*promoting and safeguarding consumers’ interests by empowering and providing a strong representative voice to policy-makers, regulators and service providers in surface and marine transport*”. It was found that marine transport was no longer under the Council’s mandate. Therefore, the Mission has to be revised to accommodate the change.

2.2 Review of Relevant Documents

2.2.1 Tanzania Development Vision 2025

Tanzania National Development Vision 2025 (TDV 2025) seeks to achieve high quality livelihood for all Tanzanians. In the first target, the Vision targets to achieve food for self-sufficiency and food security, universal primary education, access to quality primary health care for all and access to quality reproductive health services for all Tanzanians. Safe and reliable transport services are crucial if the Vision’s specific targets mentioned above have to be achieved. LATRA CCC will therefore have to play a pivotal role in the attainment of the national development targets through implementation of this Strategic Plan.

2.2.2 National Development Plan 2021/22 – 2025/26 (FYDP III)

The eight objectives of the FYDP III aim to accelerate inclusive economic growth through poverty reduction and social development strategies by improving productive capacity for

youth, women and people with disabilities. During the implementation of this SP, the Council will promote affordable and safe land transport system which caters for the needs of all Tanzanians including vulnerable groups. Also, execution of the Council's mandates fits into the first priority area of FYDP III (2021/2022 – 2025/26) which among other things strives to realize an inclusive and competitive economy in Tanzania. Among the stated interventions for realising the objective are developing rail and road infrastructure and services. Implementation of this Strategic Plan will therefore constitute the envisaged interventions of promoting safe and reliable transport system for all Tanzanians.

2.2.3 Ruling Party Election Manifesto (2020/2025)

Sections 57 and 58 of Tanzania's ruling party (Chama cha Mapinduzi) Election Manifesto for 2020 stipulates the party's intentions to improve transport infrastructure and services in the country focusing on road and railway sub-sectors. Thus, implementation of this SP corroborates the party's initiatives and directives to improve quality of Bus Rapid Transport (BRT) services and other services.

2.2.4 National Transport Policy 2003

The Strategic Plan is in line with the fifth objective of the National Transport Policy (2003) which inter alia intends to:- (i) minimize traffic congestion in major Central Business Districts (ii) have an efficient and effective transport system that is convenient to facilitate movement of the disadvantaged population, and (iii) have appropriate and acceptable vehicle designs, standards and specifications that cater for the needs of various groups (elderly, people with disabilities and children).

2.2.5 National Roads Safety Policy (2009)

The fifth objective of National Roads Safety Policy (2009) seeks to:- (i) promote road safety engineering designs and plans that provide safe movement for all road users; especially vulnerable road users (pedestrians, motorized and non-motorized two wheelers) (ii) adhere to appropriate and acceptable vehicle designs, standards and specifications to cater for the needs of various groups, and (iii) promote public awareness about road safety issues, with an aim of changing people's attitudes, behaviour and actions towards road safety and good use of roads and vehicles. The Strategic Plan serves as an initiative that contributes to the attainment of national milestones by advocating for improved public transport systems that allow safe movement of all road users.

2.2.6 National Policy on HIV/AIDS (2001)

HIV/AIDS is still one of the major health and social concerns in Tanzania. Public organizations in Tanzania must support national efforts to curb the social and economic adverse impacts of the pandemic. The Strategic Plan supports the achievement of the first three specific objectives of the National Policy on HIV/AIDS which seek to: (i) prevent transmission of HIV/AIDS (ii) promote HIV testing, and (iii) promote care for People Living with HIV and AIDS (PLWHA)

2.2.7 National Anti-Corruption Strategy and Action Plan Phase III 2017-2022

Good governance is being emphasized across the whole Government and other sectors through implementation of cross cutting reforms including the National Anti-Corruption Strategy. In adhering to this strategy the SP indicates that LATRA CCC will create awareness to staff through training and seminars and in so doing improve transparency and accountability in services delivery.

2.2.8 LATRA Strategic Plan 2020/21 – 2024/25

The Council is established by the LATRA Act with the aim of carrying out specific functions of interest to consumers of land transport. Operationally, the Council is financed by LATRA. Fifth and seventh objectives of the current LATRA Strategic Plan (2020/2021- 2024/2025) is to improve safety management capacity in land transport, promote quality services and environmentally friendly land transport. Hence implementation of the LATRA CCC Strategic Plan contributes to the attainment of the regulator's objectives.

2.3 Performance Review

Objective A: Improve services and reduce HIV/AIDS infection

Achievements: The Council conducted awareness seminar on HIV/AIDS to the Secretariat, teachers and to members of RCCs. The intention was to ensure that all staff are fully aware of HIV/AIDS and practice safe methods to prevent spreading of the Virus. The seminars also aimed at changing behaviour of the other participants.

Constraints: The Secretariat had insufficient budget for conducting repeated awareness and sensitization programs and some participants in such programs were reluctant to undertake voluntary HIV testing.

Way Forward: The Council should keep on conducting awareness programs on HIV/AIDS and encourage Secretariat staff, RCC members and teachers in schools with clubs to undergo voluntarily HIV tests. Also, the Council should run general health training programs for the Secretariat.

Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy

Achievements: Awareness seminar on the effect of corruption in public services and how to avoid corruption at work place was provided by experts from the Prevention and Combating of Corruption Bureau (PCCB). The program was attended by the Secretariat, teachers of schools with clubs and RCC members.

Constraints: During the period under the ended Strategic Plan, the Council persistently operated with an inadequate budget. The situation hindered effective provision of sensitization programs on matters related to corruption.

Way Forward: The Council ought to enhance anti-corruption sensitization to Secretariat and RCC members. There is a need to create and operationalize organizational integrity and anti-corruption guidelines subject to commensurate budgetary allocation for such activities.

Objective C: Public awareness on transport consumer rights and obligations increased

Achievements: The Council increased consumers' awareness of their rights and obligations by conducting TV programs, live radio programs, publishing printed articles in newspapers and seminars of people with special needs. Seminars were conducted in Mwanza, Kagera, Kigoma, Tabora, Mtwara, Arusha, Tanga and Mbeya regions. A total of 16 RCCs, two University Forums (UDOM and UDSM) and 60 Student clubs were formed. Four editions of "*Sauti ya Mtumiaji*" magazine were published for awareness creation.

Constraints: Implementation of activities towards achievement of this objective was constrained by inadequate human and financial resources at the Secretariat as there was only four permanent staff and the budget disbursed by the Authority was inadequate to fund all planned activities.

Way forward: The Council should strive to recruit more staff so as to speed up execution of its mandate including development and implementation of a mechanism to sensitize the public on transport consumers’ rights and obligations. Simultaneously, the Council should advocate for review of the LATRA Act to provide for a percentage of LATRA’s revenue that should be disbursed to the Council.

Objective D: Council’s delivery capacity enhanced

Achievements: The Council managed to review its organization structure and submit it to the President’s Office – Public Service Management and Good Governance for scrutiny and approval. The four Secretariat staff attended short course programs for the purpose of improving their respective performance.

Constraints: The only constraint that impeded achievement of this objective was inadequate financial and human resources.

Way forward: The Council needs to scout for other sources of funds including from local and foreign donors.

1.4 Stakeholders Analysis

Effective implementation of this Strategic Plan (2022/25) can be measured by delivery of services to all stakeholders and meeting their expectations. Key stakeholders include consumers of land transport, Ministry of Works and Transport, transporters, LATRA, Local governments, advocacy groups and other consumer consultative councils. Description of services to be provided by the Council and each stakeholder’s expectations is provided in Table 1.

Table 1: Services offered by LATRA CCC and stakeholder’s expectations

STAKEHOLDERS	SERVICES OFFERED	STAKEHOLDER’S EXPECTATIONS
Consumers	<ul style="list-style-type: none"> i. Consumer education on matters pertaining to consumer rights and obligations ii. Consumer complaints management iii. Updates or changes in the sector iv. Advocate for their rights 	<ul style="list-style-type: none"> i. Quality and timely education on land transport issues (Consumer rights and obligations) ii. Fair representation of their interests
Ministry responsible for Land Transport	<ul style="list-style-type: none"> i. Technical advice on land transport issues affecting consumers ii. Provision of information related to consumer interests iii. Proposals for land transport policy change 	<ul style="list-style-type: none"> i. Quality and professional technical advice ii. Accurate and relevant reports

STAKEHOLDERS	SERVICES OFFERED	STAKEHOLDER'S EXPECTATIONS
Transporters	Dialogue on compliance with their license requirements	i. Feedback on consumer concerns ii. Quality of service standard
LATRA	i. Technical advice on land transport issues ii. Provision of information related to consumer interests	i. Well researched technical advice on land transport ii. Accurate and relevant reports
Police –Traffic Department	i. Advice on how best to enforce the Road Traffic Act ii. Information regarding violation of the Road Traffic Act and road transport license conditions	Quality and professional technical advice and collaboration in improving transport services
Local Governments	i. Technical advice on land transport issues affecting consumers in their respective areas of jurisdiction ii. Provisions of information related to consumer interest in their respective areas of jurisdiction	Accurate and relevant information
Advocacy groups	Information sharing	Accurate and relevant information
Suppliers	i. Information on bids ii. Payments	i. Accurate and relevant Information ii. Timely payment
Consumer consultative councils	i. Information sharing ii. Collaboration on consumer issues	Accurate and relevant Information

2.5 Strength, Weaknesses, Opportunities and Challenges (SWOC) Analysis

2.5.1 Strengths

The Council is legally established by the LATRA Act. It has a multidisciplinary Governing Council, a competent Secretariat and has put in place governance systems that promote accountability. In order to reach more consumers, the Council has established Regional Consumers Councils (RCCs) in 16 regions in Tanzania Mainland. In order to be more impactful to the future generation of leaders, the Council has established University Forums (Uni-forums) and students clubs.

2.5.2 Weaknesses

The Council's organization structure is redundant; some of the approved positions have remained vacant for so long including the Executive Secretary who is acting. The Council has persistently been operating with financial constraints; the fact that has limited its plan to establish RCCs to only 16 regions. Also, the Council lacks facilities for awareness creation as well as an electronic financial management system.

2.5.3 Opportunities

The Council can recruit personnel in from the market that has a good number of people with the required qualifications who if hired can contribute enormously to the achievement of its

mission. The LATRA Act 2019 provides for the Council to solicit funds from other sources (like donors, projects etc.) to support implementation of its mandate. This opportunity if used effectively will boost the liquidity position of the Council and speed up its operations.

2.5.4 Challenges

The Council operations have persistently suffered from limited financial resources. The LATRA Act 2019 does not provide for a specific proportion of the regulator's budget that should be disbursed to the Council. Other challenges are inadequate human resources and lack of understanding of the Council's functions by some consumers that makes the execution of Council's mandate difficult.

2.6 PESTEL Analysis

The analysis focuses on external environmental factors which impact on the operations of the Council and will affect the implementation of this Strategic Plan in particular political, economical, social, technological, environmental and legal factor.

Political factors: Political stability, good governance, peace and security are critical for the achievement of LATRA CCC aspirations. Tanzania's ruling party (Chama cha Mapinduzi) Election Manifesto 2020 which underscores a commitment to improve transportation infrastructure and services in the country focusing on road and railway sub-sectors provides good environment for the Council to execute its mandate.

Economic factors: Unpredictable exchange rates, high inflation rates, monetary and fiscal policies, fluctuating prices of commodities especially fuel have great influence on delivery of land transport systems. Revitalization of railway transportation including construction of the Standard Gauge Railway (SGR) is among the government's initiatives towards creation of an enabling environment for investment in other sectors taken into account during preparation of this Strategic Plan.

Socio-cultural factors: Demographic changes, urbanization, changing consumption trends and patterns, improved livelihood, increased transport facilities, changes in transport patterns and empowerment of transport consumers are vital factors which were taken into consideration during the preparation of the Strategic Plan. Likewise wide income disparities, differences in social values, emerging and re-emerging demands for different means of transport and the

recent health guidelines issued by the Government of Tanzania to curb the spread of COVID-19 in public transport services were considered in the preparation of the Plan.

Technological factors: Development in ICT, particularly emerging technologies like e-commerce which includes e-ticketing if properly embraced can enhance achievement of the objectives of this Strategic Plan. For instance, establishment of a computerized consumer complaints database will help the Council to handle complaints fast and more efficiently. Introduction of e-ticketing that provide consumers with ease-of-use option for payment of fare has potential of increasing efficiency in land transport. Similarly, adoption of e-office by the government will increase the Council's capacity in carrying out its mandate.

Environmental factors: During implementation of this Strategic Plan the Council will promote land transport consumers interests in accordance with the National Environment Management Act (2004). Specifically, the Council will address issues of pollution and climate change in relation to provision of land transport services. LATRA CCC will cooperate with other stakeholders to address issues of environment protection on the part of land transport consumers.

Legal factors: The prevailing legal environment in Tanzania provides favorable grounds for implementation of LATRA CCC functions. The Council operates in accordance with Cap 413. The National Transport Policy (2003) and National Roads Safety Policy (2009) provide guidance and direction for improvement of quality of land transport services. LATRA CCC in collaboration with other stakeholders will advocate for amendment of some sections in the LATRA Act Cap 413 that limits the operations of the Council.

2.7 Recent Initiatives

In recent days, the Council has dedicated itself to advocate for the use of e-tickets and smart cards for inter-city and commuter bus services respectively. Also, the Council is collaborating with other stakeholders to encourage passengers to board commuter buses in queues. The program is intended to change behavior of both passengers and service providers towards safer, orderly and comfortable commuter bus services.

2.8 Critical Issues

Given the above situation analysis, the focus of the Strategic Plan for 2022/25 will be to:

- i. Emphasize public awareness on rights and obligations on land transport;
- ii. Improve land transport consumers feedback mechanism;
- iii. Conduct research on matters affecting interests and rights of land transport consumers;
- iv. Spearhead consumer behavior change in public transport;
- v. Improve collaboration with LATRA CCC stakeholders
- vi. Enhance communication and public relations;
- vii. Improve human and financial resources management;
- viii. Increase utilization of ICT; and
- ix. Tackle cross - cutting issues (fight against HIV/AIDS, NCDs and corruption)

CHAPTER THREE

THE PLAN

This chapter presents the Strategic Plan to be executed in the next three years from 2022/23 to 2024/25. The chapter outlines the Vision, Mission, Core Values, Strategic Objectives to be achieved, Strategies, Targets and Outcome Indicators.

3.1 Vision

Satisfied consumers in land transport.

3.2 Mission

To promote and advocate consumer interests in regulated land transport by providing a representative voice to policy makers, industry and regulators for socio-economic development.

3.3 Core Values

<i>Integrity</i>	We are committed to working in an ethical manner
<i>Transparency</i>	We embrace openness
<i>Accountability</i>	We are responsible for our actions
<i>Innovation</i>	We are dedicated to doing things differently
<i>Responsiveness</i>	We act timely and positively within our mandate
<i>Results oriented</i>	We focus on outcomes for the best interest of our consumers

3.4 Strategic Objectives

In the next three financial years i.e. 2022/23 to 2024/25, the Council will endeavor to achieve four strategic objectives which are: (i) HIV/AIDS infection and NCDs reduced and supportive services improved (ii) implementation of National Anti-Corruption Strategy enhanced and sustained (iii) protection of consumers' rights and obligations on land transport strengthened, and (iv) institutional capacity to deliver services strengthened.

The subsequent sub-section provides rationale for each of those objectives, strategies for achieving those objectives, targets for achieving the strategies and lastly outcome indicators.

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

Rationale

HIV/AIDS pandemic and Non-Communicable Diseases (NCDs) have adverse effects on human resources and future operations of the nation as it results into reduction of active workforce hence low productivity. LATRA CCC has a responsibility to continue with its efforts to address these issues in line with national strategies and guidelines. The Council's interventions in this area will focus on increasing staff awareness of HIV/AIDS. Also some programs will focus on preventing NCDs and supporting staff living with HIV/AIDS.

Strategy

Improve management of HIV/AIDS and NCDs

Targets

- i. One (1) awareness creation seminar conducted annually;
- ii. A program for preventing NCDs prepared and implemented by June, 2025; and
- iii. Supportive services to staff living with HIV/AIDS provided by June, 2025.

Outcome indicators

- i. HIV Infection rate; and
- ii. Percentage of staff with NCDs.

3.4.2 Objective B: Implementation of National Anti-Corruption Strategy enhanced and sustained

Rationale

Corruption is among the enemies of institutional development. It also adversely affects service delivery in all its facets. LATRA CCC will continue conducting awareness seminars and monitoring employees' ethical behaviour while executing their day-to-day activities and taking actions where necessary. All that will be done in line with the National Anti-Corruption Strategy and Action Plan for Tanzania (NASCAP III) and other programmes aimed at combating corruption in the country. By so doing the Council will improve delivery of services and good governance.

Strategy

Enhance Council capacity to fight corruption

Targets

Anti-corruption awareness program to staff developed and implemented annually by June, 2025.

Outcome indicator

Number of corruption cases confirmed

3.4.3 Objective C: Protection of land transport consumers' rights and obligations strengthened

Rationale

Currently land transport consumers are facing a number of challenges including, but not limited to, hiked fares, overcrowded vehicles, and disturbances from torts (*Wapiga debe*), road accidents, insufficient and delayed compensations after being involved in road accidents, loss of luggage, harassments, mistreatment, incomplete journeys, lack of information and long travel time due to frequent vehicles breakdowns. In order to address these challenges, the Council is planning to educate land transport consumers on their rights and obligations.. The Council will continue making follow up on various issues affecting land transport consumers for the purpose of advising the Minister and the Authority on appropriate measures to be taken in order to save the situation. Also, the Council will disseminate research-based information to various stakeholders using different means of communication.

Strategies

- i. Educate land transport consumers on their rights and obligations
- ii. Advocate for reforms of land transport consumer policies, laws and regulation, and
- iii. Improve collaboration with stakeholders.

Targets

- i. Training guidelines for consumer rights and obligations developed and implemented by June 2025;
- ii. 12 national sensitization programs on consumer rights and obligations developed and implemented by June, 2025;

- iii. One (1) survey on matters affecting consumer's rights and obligation implemented by June 2025;
- iv. Six (6) Rapid Assessments on services rendered to consumers of land transport implemented by June 2025; and
- v. Two (2) joint Stakeholders Forum implemented by June 2025.

Outcome indicators

- i. Percentage of consumers satisfied with land transport services;
- ii. Percentage of consumers aware of their rights and obligations; and
- iii. Percentage of consumers who demonstrate change of behavior in land transport.

3.4.4 Objective D: Institutional capacity to deliver services strengthened

Rationale

The Council is facing several challenges in executing its day-to-day activities. Those challenges include limited ability to accomplish various tasks on time due to shortage of human and financial resources, lack of reliable ICT facilities and inadequate office equipment. The Council is not much better known by consumers of land transport services and other stakeholders both locally and internationally. To address these challenges the Council is planning to improve human and financial resources, enhance ICT usage and improve its visibility.

Strategies

- i. Improve human, financial resources and ICT usage
- ii. Improve Council's visibility

Targets

- i. Human Resource Plan developed and implemented by June, 2025;
- ii. Two (2) donor funded collaborative projects designed and implemented by June 2025;
- iii. Performance Management Systems implemented by June, 2025; and
- iv. Three (3) publicity programs developed and implemented by June 2025.
- v. ICT services maintained by June, 2025

Outcome indicators

- i. Quality of audit opinion and
- ii. percentage of stakeholders aware of the Council's functions.

CHAPTER FOUR

RESULTS FRAMEWORK

4.1 Introduction

This chapter aims at tracking results envisioned in this Plan as well as assessing the performance and realization of institutional objectives. The chapter covers development objective, results chain and results framework matrix, monitoring plan, planned reviews, evaluation and reporting plan.

4.2 The Development Objective

The overriding objective of LATRA CCC is *“improved consumer friendly land transportation services for social economic development”*. The development objective represents the highest level of results envisioned by LATRA CCC. Its achievement will be contributed by several players other than the Council itself.

4.3 Results Framework Matrix

The results framework matrix describes how the development objective will be achieved and how the results will be measured. It covers the Council’s medium term strategic objectives, objective codes, intermediate outcomes and outcome indicators. The indicators in the matrix are used to track progress towards achieving the intermediate outcomes and objectives.

Table 2: Results framework matrix showing objectives and outcome indicators

Development Objective	Objective Codes	Strategic Objective	Intermediate Outcome	Outcome Indicator
<p>Improved consumer- friendly land transportation services for social economic development</p>	<p>A</p>	<p>HIV/AIDS Infections and Non-Communicable Diseases (NCDs) Reduced and Supportive Services Improved</p>	<ul style="list-style-type: none"> i. Increased number of voluntary testing ii. Increased number of staff declaring their status iii. Increased productivity among staff iv. Increased awareness of HIV/AIDS and NCDs by staff 	<ul style="list-style-type: none"> i. HIV Infection rate; and ii. % of staff with NCDs
	<p>B</p>	<p>Effective implementation of National Anti-Corruption Strategy enhanced and sustained</p>	<ul style="list-style-type: none"> i. Increased awareness on corruption; ii. Reduced number of corruption cases; iii. Increased transparency on services delivered; and iv. Improved services delivered to customers. 	<p>Number of corruption cases confirmed</p>

Development Objective	Objective Codes	Strategic Objective	Intermediate Outcome	Outcome Indicator
	C	Protection of Consumers rights and obligations on land transport strengthened	<ul style="list-style-type: none"> i. Increased technical submission of consumer matters; ii. Increased consumer awareness of their rights and obligations; iii. Improved service delivery; iv. Increased Council visibility; and v. Increased collaboration with local and international stakeholders. 	<ul style="list-style-type: none"> i. % of consumers satisfied with land transport services; ii. % of consumers aware of their rights and obligations; and iii. % change in consumers behavior in land transport

Development Objective	Objective Codes	Strategic Objective	Intermediate Outcome	Outcome Indicator
	D	Institutional capacity to deliver services Strengthened	<ul style="list-style-type: none"> i. Improved quality of service delivery; ii. Improved compliance to policies and legislations; iii. Improved work morale; iv. Improved work efficiency; v. Improved working environment; and vi. Increased financial support. 	<ul style="list-style-type: none"> i. Quality of audit opinion; ii. % Stakeholders awareness on Council functions.

4.4 Monitoring Plan

The Monitoring Plan contains indicators and their descriptions, baseline value for each indicator, indicator target values, data collection and method, indicator reporting frequency and responsible department.

Table 3: Monitoring plan with indicators and annual target values

S/N	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	Y ₁	Y ₂	Y ₃	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
1	HIV Infection rate	<p>This indicator intends to measure incidences of HIV infections among LATRA CCC staff after testing</p> <p>It is calculated as a percentage::</p> $\frac{x}{y} * 100$ <p>Where x is number of HIV infected staff and y is total number of staff.</p>	2022					HR office	Documentary review	quarterly	Medical report	Quarterly	HFA
2	% of staff with NCDs	<p>This indicator captures incidences of NCDs among Council staff</p> <p>It is calculated as a percentage:</p> $\frac{x}{y} * 100$ <p>Where x is number of staff with NCDs and y is total number of staff</p>	2022	0%				HR. Office	Documentary review	Quarterly	Medical report	Quarterly	HFA

S/N	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	Y ₁	Y ₂	Y ₃	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
3	Number of corruption cases confirmed	This indicator measures the level of integrity and ethical behavior	2022	0	0	0	0	HR. Office)	Documentary review	Quarterly	Magistrate reports	Quarterly	HFA
4	% of consumers satisfied with land transport services	This indicator measures the extent at which consumers are satisfied with land transport services It is calculated as a percentage: $\frac{x}{y} * 100$ Where x is number of satisfied consumers and y is total population of consumers	2021	30%	40%	50%	60%	Consumer's survey	- Questionnaire - Key Informant Interviews	Annually	Consumer's survey reports	Annually	HCEOP
5	% of consumers aware of their rights and obligations	This indicator is meant to establish level of consumers' awareness of their rights and obligations in land transportation services It will be computed by $\frac{x}{y} * 100$ Where x is number of consumers aware of their rights and obligations and y is total consumer population	2022	30%	40%	50%	60%	Consumer's survey	- Questionnaire - key informant interviews	Annually	Consumer's survey report	Annually	HCEOP

S/N	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	Y ₁	Y ₂	Y ₃	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
6	% of change in consumers behavior in land transport	This indicator is intended to measure proportion of population that demonstrate behavioral change in at least one aspect (queuing while boarding commuter buses)	2022	10%	15%	20%	30%	Rapid appraisals	observation checklists	Semi Annually	Rapid assessment report	Semi Annually	HCEOP
		Consumer's surveys						- Questionnaire - Interview checklists	Annually	Survey reports	Annually		
7	Quality of audit opinion	This indicator intends to measure compliance and accountability of the institution It will be obtained by type of audit opinion given by CAG office (qualified, unqualified, disclaimer, adverse)	2022	Unqualified	Unqualified	Unqualified	Unqualified	CAG report	Documentary review	Annually	NAOT	Annually	HFA
8	% Stakeholders awareness	This indicator is set to measure extent of consumers' awareness of the Council and its	2011	37%	40%	50%	60%	Consumer's surveys	- Questionnaire - Interview checklists	Annually	Survey reports	Annually	HCEOP

S/N	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	Y ₁	Y ₂	Y ₃	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	on Council functions	mandated activities It will be calculated by $\frac{x}{y} * 100$ Where; x is number of consumers aware of at least one mandated activity of the Council and y is total number of consumers											

4.5 Planned Reviews

Planned reviews are intended to monitor progress of implementation of the Strategic Plan. It covers milestones, review meetings and rapid appraisals. Details of each aspect of planned review are provided hereunder.

4.5.1 Planned milestones

In implementing this Strategic Plan, milestone reviews will be carried out. The planned milestone reviews are as detailed in Table 4 below.

Table 4: Annual milestones and time frame

Year	Planned Review	Milestones	Time frame	Responsible Person
Year I (2022/23)	Two Reviews (Semi-Annually)	32 Regional public sensitization programs on consumer rights and obligations conducted	June, 2023	HCEO
		One (1) National training event on consumer rights and obligation conducted (RCCs, teachers)	June, 2023	HCEO
		16 RCCs supportive supervision visits conducted	June, 2023	HCEO
		Two (2) rapid assessments on consumers' rights and obligations conducted	June, 2023	RO
		Two (2) new international collaborations established	June, 2023	HCEO

Year	Planned Review	Milestones	Time frame	Responsible Person
		Two (2) new local collaborations established	June, 2023	HCEO
		One (1) joint stakeholders forum/meetings conducted	June, 2023	HCEO
		Two (2) Council stakeholder meeting conducted	June, 2023	HCEO
		At least four (4) LATRA CCC Council meetings conducted	June, 2023	ES
		Twelve (12) Council Committee meetings conducted	June, 2023	ES
		Awareness campaigns in five (5) national publicity events (Saba Saba, Nanenane, Road safety week, TARA, Consumer rights week) conducted	June, 2023	HFA
		Media sensitization and awareness programs (radio, TV, Newspapers, press conferences) developed and conducted	June, 2023	HFA
		Publicity material developed	June, 2023	HFA
		Two (2) capacity building programs for staff and Council Members conducted	June, 2023	HFA
		LATRA CCC Organization structure reviewed	June, 2023	HFA
		Risk identification and management plan developed	Dec.,2022	HFA
		One (1) awareness campaign for prevention of NCDs conducted	June, 2023	HFA
		One (1) Anti-corruption awareness program for staff conducted	June, 2023	HFA
Year II (2023/24)	Two Reviews (Semi-Annually)	32 regional public sensitization programs on consumer rights and obligations conducted	June, 2024	HCEO
		One (1) national consumer rights and obligations training event conducted (RCC, teachers)	June, 2024	HCEO
		Four (4) Uni-Forums facilitated	June, 2024	HCEO
		16 regional supportive supervision visits conducted	June, 2024	HCEO
		Two (2) rapid assessments on consumers' rights and obligations conducted	June, 2024	RO
		Two (2) new international collaborations established	June, 2024	HCEO
		Two (2) new local collaborations established	June, 2024	HCE
		One (1) joint Stakeholders Forum/meeting conducted	June, 2024	HCEO
		Two (2) Council stakeholders meeting conducted	June, 2024	HCEO
		At least four (4) LATRA CCC Council meetings conducted	June, 2024	ES
		Twelve (12) Council Committees meetings conducted	June, 2024	ES
		Awareness campaign in five (5) national publicity events (Saba Saba, Nanenane, Road safety week, TARA, Consumer rights weeks) conducted	June, 2024	HCEO
		Media sensitization and awareness programs (radio, TV, Newspapers, press conferences) developed and conducted	June, 2024	HFA

Year	Planned Review	Milestones	Time frame	Responsible Person
		Publicity material developed	June, 2024	HFA
		Two (2) capacity building programs for staff and Council Members conducted	June, 2024	HFA
		Two (2) capacity building programs for Council Members conducted	June, 2024	HFA
		Council risk management plan updated	June, 2024	HFA
		One (1) awareness campaign for prevention of NCDs implemented	June, 2024	HFA
		One (1) Anti-corruption awareness program for staff implemented	June, 2024	HFA
Year III (2024/25)	Two Reviews (Semi- Annually)	32 Regional public sensitization programs on consumer rights and obligations conducted	June, 2025	HCEO
		One (1) national consumer rights and obligation training event conducted (RCC, teachers)	June, 2025	HCEO
		16 regional supportive supervision visits conducted	June, 2025	HCEO
		One (1) rapid assessment on consumer rights and obligations conducted	June, 2025	RO
		Two (2) new international collaborations established	June, 2025	HCEO
		Two (2) new local collaborations established	June, 2025	HCEO
		One (1) joint Stakeholders Forum/meetings conducted	June, 2025	HCEO
		Two (2) Council stakeholder meeting conducted	June, 2025	HCEO
		At least four (4) LATRA CCC Council meetings conducted	June, 2025	ES
		Twelve (12) Council Committees meetings conducted	June, 2025	ES
		Awareness campaigns in five (5) national publicity events (Saba Saba, Nane nane, Road safety week, TARA, Consumer rights weeks) conducted	June, 2025	HCEO
		Media sensitization and awareness programs (radio, TV, Newspapers, press conferences) developed and conducted	June, 2025	HCEO
		Publicity material developed	June, 2025	HCEO
		Two (2) capacity building programs for staff conducted	June, 2025	HFA
		Two (2) capacity building programs for Council members conducted	June, 2025	HFA
		Council risk management plan updated	June, 2025	HFA
		One (1) awareness campaign for prevention of NCDs implemented	June, 2025	HFA
		One (1) anti-corruption awareness program for staff implemented	June, 2025	HFA
Strategic Plan 2022/23 to 2024/25 reviewed	June, 2025	HFA		

4.5.2 Review meetings

12 review meetings will be conducted by the Council to track progress of the milestones, activities and targets which are critical for achievement of the Council objectives.

Table 5: Types and frequencies of review meetings

S/N	Types of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Council Ordinary Meeting	Quarterly	Council Chairperson	Council Members, Executive Secretary
2.	Finance and Administration Committee Meeting	Quarterly	Committee Chairperson	Council Members of that Committee, Executive Secretary and Head of Departments
3.	Consumer Education Committee	Quarterly	Committee Chairperson	Council Members of that Committee, Executive Secretary and Head of Departments
4.	Research and Development Committee	Quarterly	Committee Chairperson	Council Members of that committee, Executive Secretary and Head of Department
5.	Management Meeting	Monthly	Executive Secretary	Executive Secretary and Heads of Department
6.	Staff Meeting	Quarterly	Executive Secretary	All staff
7.	Tanzania Consumer Forum (TCF) meeting	Quarterly	TCF Chairman	Executive Secretary
8.	Annual Planning and Budgeting	Annually	Executive Secretary	Head of Departments
9.	External Audit meetings (Entry and Exit)	Annually	Executive Secretary	External Auditors and Management
10	Stakeholders meeting	Occasionally	Appointed Chair	Stakeholders and management
11	Appointment and disciplinary committee	Occasionally	Committee Chairperson	Appointment and disciplinary committee members
12	Workers Council	Annually	Executive Secretary	All staff

4.5.3 Rapid appraisals

Five rapid appraisals will be conducted to gather information for facilitating implementation of planned activities. Type of rapid appraisal and its description, methodology, timeframe and person responsible is given in Table 6.

Table 6: Details of rapid appraisals

SN	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Timeframe	Responsible person
1.	Consumers commuter boarding behaviour	This study intends to obtain information about consumers	- Why do consumers struggle to board commuter buses?	- Key informant	Dec. 2022	HCEOP

SN	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Timeframe	Responsible person
		boarding behaviour at commuter bus stations/stops	<ul style="list-style-type: none"> - Why do commuter buses overload passengers? - How do commuter bus operators serve people with special needs/disabilities? - What are consumers' suggestions on how to deal with the behavior? 	<ul style="list-style-type: none"> interviews - Observation checklists 		
2.	Consumers' safety in land transport services	The aim of this study is to assess the extent at which service providers and consumers adhere to safety standards or guidelines	<ul style="list-style-type: none"> - How do consumers and service providers comply with safety standards (safety belts, helmets, speed limits, overloading etc.)? 	<ul style="list-style-type: none"> - Key informant interviews - Observation checklists 	June, 2023	HCEOP
3	Effectiveness of land transportation ticketing systems	The appraisal will obtain information about efficiency and effectiveness of ticketing system in rail and bus transportation services	<ul style="list-style-type: none"> - To what extent is ticketing system user-friendly to consumers? - Does ticketing system favour consumers in terms of logistics and prices? 	<ul style="list-style-type: none"> - Key informant interviews - Observation checklists 	December, 2023	HCEOP
4	Effectiveness of compensation systems for injured consumers of land transportation services	This study will assess the extent at which available compensation systems deliver the intended services to injured consumers	<ul style="list-style-type: none"> - To what extent do insurance laws and regulations favour consumers of rapid mass transportation services? - Are consumers satisfied with the available compensation system? 	<ul style="list-style-type: none"> - Documentary review - Key informant interviews 	June, 2024	HCEOP
5	Illegal public transportation services	The study intends to assess unauthorized public transportation services	<ul style="list-style-type: none"> - What factors promote public transportation services at night? - Which authorized options are available for consumers who travel at night? - What leads consumers to use unauthorized vehicles? - What other options of public transportation are available in those areas? 	<ul style="list-style-type: none"> - Questionnaire - Key informant interviews 	December, 2024	HCEOP

4.6 Evaluation Plan

The aim of an Evaluation Plan is to obtain evidence as to whether interventions and outputs delivered have led to the achievement of the outcomes envisaged in the Strategic Plan. Details of an Evaluation Plan are given in Table 7 below.

Table 7: Types of evaluations, evaluation questions and responsibility

S/N	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1	Land transport consumer satisfaction survey	The aim of this study is to obtain evidence-based results on how consumers of land transportation services are satisfied	<ul style="list-style-type: none"> - To what extent are consumers aware of their rights and obligations? - To what extent have consumers changed behavior towards the standard queuing system when boarding public commuter buses? - Are consumers of functions/services of LATRA CCC? - Were the objectives and strategies in the ended Strategic Plan relevant? - Was the ended Strategic Plan implemented efficiently and effectively? - Are achievements recorded through implementation of the ended Strategic Plan be sustainable? - What were key lessons learnt and challenges faced during implementation of ending Strategic Plan? 	<ul style="list-style-type: none"> - Survey questionnaire - key informant interviews - Observation checklists - Documentary review 	March, 2025	HCEOP

4.7. Reporting Plan

This involves internal and external reports that will be submitted to various administrative levels during implementation of the Strategic Plan.

4.7.1 Internal Reporting Plan

Internal Reporting Plan contains reports prepared for internal consumption within LATRA CCC, namely: management reports, performance reports, financial statements, performance appraisal reports and research reports. Table 8 shows recipients of such reports, frequency of reporting and responsible persons.

Table 8: Internal reporting plan

S/N	Type of report	Recipient	Frequency	Responsible person
1	Management Reports	Council	Monthly	Executive Secretary
2	Performance Reports	Council	Quarterly	Executive Secretary
3	Financial Statements	Council	Annually	Head of Finance and Administration
4	Performance Appraisal	Executive Secretary	Semi-annually	Head of Finance and Administration
5	Research Reports	Executive Secretary	Quarterly	Head of Consumer Education, Complaints and Out reach

4.7.2 External Reporting Plan

External Reporting Plan contains reports submitted to higher authorities as per legal requirements. Two reports to be prepared and submitted annually to LATRA and National Audit Office of Tanzania (NAOT) respectively are shown in Table 9 below.

Table 9: External reports, recipient and frequency of reporting

S/N	Type of report	Recipient	Frequency	Responsible person
1	Annual Performance Report	LATRA	Annually	Executive Secretary
2	Audited Financial Statement Reports	NAOT	Annually	Executive Secretary

Annex I: Strategic Plan Matrix

Code	Objective	Strategy	Target	Outcome Indicators	Responsible Person
A	HIV/AIDS Infection and NCDs reduced and supportive services improved	Improve management of HIV/AIDS and NCDs	One (1) awareness creation seminar conducted annually	i. HIV Infection rate; and ii. % of staff with NCDs.	HFA
			A program for preventing NCDs established and implemented by June, 2025		
			Supportive services to staff living with HIV/AIDS provided by June, 2025		
B	Implementation of National Anti-Corruption Strategy enhanced and sustained	Enhance Council capacity to fight corruption	Anti-corruption awareness program for staff developed and implemented by June, 2025	Number of corruption cases confirmed	HFA
C	Protection of land transport consumers' rights and obligations strengthened	Advocate for reforms of land transport consumer policies, laws and regulation; and	Six (6) Rapid Assessments on services rendered to consumers in land transport implemented by June 2025	i. % of consumers satisfied with land transport services; ii. % of consumers aware of their rights and obligations; and iii. % of consumers with changed behavior in land transport.	HCE
			One (1) Consumer satisfaction survey on matters affecting consumer's rights and obligation implemented by June 2025.		
		Empower land transport consumers on their rights and obligation	Training guidelines for consumer rights and obligations developed and implemented by June 2025		
			Three (3) National sensitization programs on consumer rights and obligations developed and implemented by June, 2025		
		Improve collaboration with stakeholders	Two (2) joint Stakeholder Forums implemented annually		
D	Institutional capacity to deliver services Strengthened	Improve human and financial resources and enhance ICT usage	Human Resource Plan developed and implemented by June 2025	i. Quality of audit opinion; and ii. % Stakeholders awareness of Council functions.	HFA
			2 donor funded collaborative projects designed and implemented by June 2025		
			Performance Management Systems implemented by June 2025		
			Full use of ICT by June, 2025		
		Improve Council's visibility	Three (3) publicity programs developed and implemented by June 2025.		

Annex II: LATRA CCC Organization Structure

