
**NATIONAL HOUSING AND
BUILDING RESEARCH AGENCY
(NHBRA)**



STRATEGIC PLAN (2016/2017 – 2020/2021)

APRIL, 2017

LIST OF ABBREVIATIONS

NHBRA	National Housing and Building Research Agency
TDV	Tanzania Development Vision 2025
GBBs	Grassroot Building Brigades
RALGs	Regional Administration and Local Governments
HRDP	Human Resource Development Programme
RF	Result Framework
NGOs	Non-Governmental Organisations
MDAs	Ministries Departments and Agencies
OPRAS	Open Performance Review System
CBOs	Community Based Organisations
ERB	Engineers Registration Board
AQRB	Architects and Quantity Surveyors Registration Board
PPP	Public Private Partnership
COSTECH	Commission for Science and Technology
VETA	Vocational Education and Training Authority
TBA	Tanzania Buildings Agency
NHC	National Housing Corporation
CCI	Centre for Community Initiatives
WAT - HST	Women Advancement Trust – Human Settlements Trust
ELITH	Energy for Low Income Tropical Housing
IPMO	Intellectual Property Management Office
SSPU	Small Scale Production Units
NACTE	National Council for Technical Education
ISO	International Organisation for Standardisation
MBS	Manager for Business Support
MRD	Manager for Research and Development
MC	Manager for Consultancy

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CHAPTER ONE: INTRODUCTION

1.1 Background

Development of the current (fourth) National Housing Building Agency (NHBRA) Strategic Plan (2016/17 to 2020/21) follows the completion of the third Strategic Plan (2011-2016) which was aimed at promoting the construction of decent houses using affordable local building materials and technologies among other things. The current Plan is aimed at enhancing the availability of a spectrum of local building materials, technologies and skills for construction of affordable housing through increased research, promotion and training programmes.

1.2 Approach

The Strategic Plan has been developed in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. The Plan was prepared in a participatory approach involving Management and NHBRA staff. Reference was made to Tanzania Development Vision (Vision 2025), Five Years Development Plan (FYDP II), Ruling Party Manifesto 2015 and Sustainable Development Goals 2030. Deliberate effort was made to align this Plan with the Parent Ministry Strategic Plan.

In developing this plan, NHBRA carried out a situation analysis, which included Stakeholders analysis; as well as Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. The review of Mission, Vision and Core Values, Objectives, Strategies and Targets were equally carried out to determine the performance and relevance of each. The situation analysis came up with critical issues which are to be addressed in this plan.

1.3 Purpose of the Plan

The purpose of this plan is to provide guidance to NHBRA while executing its mandates as stipulated in the Establishment Order (GN 335) and Framework Document. It is also meant to be a basis for accountability through which the Agency's performance will be measured. Further, this plan will inform Stakeholders what the Agency plans to undertake in the coming five years.

1.4 Layout of the Plan

This plan is divided into five chapters. Chapter One is the introductory part; Chapter Two presents the overall analysis of the Agency environment; Chapter Three is the performance review, Chapter Four stipulates the objectives, strategies, targets and key performance indicators, Chapter Five presents the means through which implementation of this plan will be monitored and evaluated. The annexes include Organizational Chart, Strategic Plan Matrix and tables providing supporting information and clarification on various data. Appended also is the budget for implementation of the plan.

2.1 Historical Background

In order to solve the housing problems to its citizens, the Government of Tanzania undertook several efforts. It was thought that the lasting solution to solve this problem was to create institutions which would, through research and development, comprehensively address the housing problem in the country.

One of the critical problems impeding most families from owning and living in decent dwellings is high cost of building materials and technologies. Consequently, efforts were directed towards making available affordable building materials and technologies. In Tanzania, this led to the formation of National Housing and Building Research Unit (NHBRU) through a Cabinet Paper ECC No. 7 of 1970. As a division under the then Ministry of Lands, Housing and Urban Development. NHBRU was charged with the responsibility of improving housing conditions in Tanzania by imparting technical skills to the community on utilization of local resources in order to reduce construction costs. NHBRU was also responsible for increasing the use of local and readily available building materials through research as well as providing technical support to house construction.

In order to increase its contribution in solving the problem of housing in the country, the government decided to restructure the National Housing Building Research Unit (NHBRU) into a semi-autonomous Agency. This transformation was mainly geared towards enhancing the institution's mandate and capacity. The National Housing and Building Research Agency (NHBRA), a semi-autonomous Government Executive Agency, was established on 31st August, 2001 under the Ministry of Lands, Housing and Human Settlements Development with the aim of improving the standard of housing and therefore, the quality of life for rural and urban communities, through advising and promoting appropriate building materials, techniques and technologies.

2.2 Aim of NHBRA

The National Housing and Building Research Agency was established to improve the standards of human shelter for rural and urban communities. It is expected to achieve this through conducting research on building materials, techniques and technologies for low cost housing construction as well as to demonstrate the use of local and researched building materials.

2.3 Roles of NHBRA

- i. To ensure that research results/findings and technical information on Human Settlements Development issues are made available to those who need them;
- ii. To promote affordable and durable local building materials and associated technologies, and appropriate housing construction techniques;
- iii. To provide building research consultancy services; and
- iv. To research on building materials, construction techniques and technologies.

2.4 Vision and Mission

Following are the current vision and mission of NHBRA

2.4.1 Vision

To be the Centre of excellence in research for affordable and adequate housing and appropriate technology on habitat issues in Tanzania by the year 2025.

2.4.2 Mission

To provide Tanzanians with affordable high-quality services and products of appropriate housing materials and technologies that reduce construction costs through innovative solutions to satisfy customer needs for improved shelter and hence quality of life.

2.5 National and International Development Strategic Frameworks

In developing this Strategic Plan, a number of national and international development objectives, goals, targets were reviewed. These were identified from documents as discussed here under.

2.5.1 Tanzania Development Vision 2025

The Tanzania Development Vision (TDV) 2025 is an inspiration to develop a strong and competitive economy by moving Tanzania from a least developed country (LDC) to a middle-income country by 2025. TDV 2025 aims to achieving a high-quality livelihood to its people, attain good governance through rule of law and develop a strong and competitive economy.

NHBRA has potential to contribute to the achievement of TDV 2025 in high quality livelihood attribute. This can be achieved through increasing the availability of affordable local building materials, and increased availability of techniques and expertise in affordable housing construction by establishment of Grass-root Building Brigades (GBBs) and Small-Scale Production Units (SSPUs).

2.5.2 Five Year Development Plan (FYDP II) 2016/17 – 2020/2021

Section 1.3 of the FYDP II identifies one of the challenges to attaining improved quality of life and human wellbeing to be low income earners cannot afford to own houses. To overcome this challenge, the FYDP II proposes the promotion of appropriate technology for affordable housing as strategic intervention. It is expected that this intervention will enable improved housing standard of the low-income bracket; job creation for the youths; availability of affordable low-cost building materials; and affordable housing for low income earners.

NHBRA identifies this as an opportunity for promoting the use of research results of affordable building materials and technologies; and envisages the establishment of Small Scale Production Units and Grass-root Building Brigades (GBBs) as means for making available materials and skills for construction of affordable houses to multitudes of low income population throughout the country.

2.5.3 Ruling Party Manifesto 2015-2020

The CCM Manifesto (2015-2020) also identifies housing a very important attribute of improved living standards. And therefore, puts forward interventions that are aimed at increasing the supply of affordable houses both in rural and urban areas. In Particular:

Chapter 3 Section 37 (i) states that government institutions in collaboration with Private Sector will construct not less 50,000 affordable houses. This will afford NHBRA an opportunity for promoting the use of researched affordable building materials and technologies.

Chapter 3 Section 37 (ii) states that village communities should be empowered to establish groups that shall be trained in building decent houses in their communities. Through this, NHBRA will be able to establish Grass-root Building Brigades (GBBs) and Small-Scale Production Units (SSPUs) with expertise to produce local building materials and construct affordable houses within their communities.

Chapter 3 Section 37 Section (iv) states that citizens should be sensitized and trained on how to construct decent house by using affordable building materials. NHBRA will contribute towards achieving this target by providing training and seminars on construction of decent house by using affordable building materials and technologies.

2.5.4 Ministry of Lands, Housing and Human Settlement Strategic Plan 2016/17-2020/2021

Objective C: Decent and Adequate Housing and Sustainable Human Settlements

This objective acknowledges that there is a shortage of housing in urban centres such that the occupancy rate per room is more than two people, thus; creating poor living conditions. In rural areas, the problem is in housing quality. Most of the houses constructed in rural areas are of temporary nature, built using inferior building materials and improper technologies. Through this objective, the Ministry aims to strengthen the mechanisms and environment to enable adequate delivery of affordable decent housing and sustainable human settlements development.

Critical effort in achieving this strategy is to make readily available affordable materials, techniques and technologies closer to communities. National Housing and Building Research Agency (NHBRA) identifies this as an opportunity to disseminate and market its research results in affordable building materials and technologies.

2.5.5 Sustainable Development Goals 2030

Goal 11: Make cities and Human Settlement inclusive, safe, resilient and sustainable. **Section 11.1** states that by 2030 governments should insure access for all to adequate, safe and affordable housing and basic services and upgrade slums. This is an opportunity through which NHBRA will contribute towards achieving this goal by making available many of affordable local building materials and technologies to the low-income families who are in dire need of housing.

2.5.6 National Human Settlement Development Policy.

Section 2.2.5 states that: In the absence of formal affordable housing, most of the urban population has resolved to accommodate themselves in overcrowded and substandard dwellings in unplanned areas. With a few exceptions, the authorities have paid little attention to the social and economic welfare of these areas. The housing problem in Tanzania appears to be two folds:

- a. Inadequate housing stock in urban areas
- b. Poor housing condition in rural areas

Section 4.2.6 Housing development through the cooperative approach

states that: This is a model of housing production which is based on collective efforts by a group of people under agreement. Housing cooperative has been considered a possible solution to housing development problems of low income earners. The model involves working together and sharing the fruits of their efforts. This ideology in Tanzania was adopted from past tradition way of living and working collectively of most tribes in the country.

Section 4.2.6.2 States that: The Government shall:

- (i) Promote support and encourage the development of housing through cooperatives, CBO's, NGO's and building societies.
- (ii) Initiate research to establish reasons for the poor performance of organized groups in housing production with a view of finding how best to support and assist these groups.
- (iii) Review the institutional set up for promoting cooperative housing to involve more the Cooperatives and Local Governments

This is an opportunity through which NHBRA will contribute towards solving this problem by establishing and imparting knowledge to Grass-root Building Brigades (GBBs), Housing cooperatives, CBOs, NGOs and building societies aimed at producing local building materials and construct affordable houses within their communities both in urban and rural areas.

3.1 Introduction

This section presents the review of the performance of NHBRA resulting from implementation of the third Strategic Plan (2011-2016). It evaluates the achievements and constraints for each of the five objectives of Strategic Plan (2011-2016) with the view of identifying opportunities for an improved performance of NHBRA obligations.

3.1.1 Objective 1: To ensure that researched information on housing and human settlements development issues is made available to meet customers' needs in the required time-scale.

This objective was aimed at ensuring that research findings are made available to citizens on timely basis through trainings, promotions and construction of demonstration houses to enable them afford to construct decent houses and consequently improve their living conditions.

Achievements

- i. Technical guidelines Loads for structural design and “Mwongozo wa Ujenzi wa Nyumba zisizo za ghorofa” were revised.

Constraints

- i. Inadequate financial resources to undertake research and to support dissemination process of the research findings and performance assessment of established GBBs;
- ii. Due to scarcity of fund, research activities were not given high priority during allocation of funds..

The way forward

- i. To solicit fund from different sources in order to have adequate financial resources to carry out research and dissemination.
- ii. To ensure research activities are given priority in fund allocation

3.1.2 Objective 2: To have increased promotion efforts so that for every 100 houses built within 5 years in each geographical zone, 10 are constructed using affordable durable local building materials and appropriate housing construction techniques recommended by the Agency

This objective intended to ensure that the promotion efforts are made so that the technology of using affordable durable local building materials is well known and used in all parts of the country. Despite financial constraints, the Agency recorded some achievements during that period (2011-2016).

Achievements

- i. Promotion of affordable housing techniques and technologies through 15 exhibitions and mass media (TV, Newspapers and web-based media);
- ii. Thirteen (13) sensitization seminars on affordable housing technologies and techniques were done;

- iii. Eight (8) practical trainings on production of local building materials and construction of houses using researched materials and techniques was conducted;
- iv. At least 13 Grassroots Building Brigade (GBBs) were established throughout the country;
- v. Supply of interlocking bricks making machines to various stakeholders in the country.

Constraints

- i. Inadequate financial resources to support promotions process of the affordable housing technologies and techniques countrywide. This has resulted to low awareness of the products hence limited utilization of the same.
- ii. Lack of data on the performance of the trained GBBs since their establishment. This leaves the Agency without knowledge on how the community has benefited from the products and knowledge imparted to them.
- iii. Lack of affordable housing campaign strategies.
- iv. Insufficient knowledge on affordable housing products to most of the experts in housing sector and public at large throughout the country.
- v. Lack of GBBs established and monitored by NHBRA.
- vi. Lack of national standards for affordable housing products resulting into citizens doubting the strength and durability of such products. Consequently, people tend to shy away from them simply because they are not stipulated in the national standards.

The way forward

- i. To solicit fund from different sources in order to have adequate financial resources to carry out promotion activities.
- ii. Establishing means of data collection for Monitoring and Evaluation. .
- iii. Establishing promotional strategies.
- iv. Creation of general awareness to the public on affordable housing technologies.
- v. To establish sustainable GBBs in collaboration with other stakeholders which will be monitored by NHBRA.
- vi. To prepare and publicize technical information and specifications of materials researched by the Agency and submit to TBS for standardization and recognition.

3.1.3 Objective 3: To provide high quality building research consultancy and construction Services.

This Objective was intended to ensure high-quality building research consultancy and construction services are made available to Tanzanians.

Achievements

- i. Ten building projects using materials researched and produced by the Agency were undertaken and satisfactorily completed, including staff houses at Mvomero, and Ipogolo shopping stalls at Iringa.

Constraints

- i. The Agency is not yet registered with the relevant Registration Boards to offer consultancy services; and
- ii. Inadequate work sourcing strategies and outdated motivation policy for Consultancy services

The way forward

- i. Strive to register NHBRA to provide Engineering, Architectural and Quantity Surveying Consultancy services and
- ii. Revise Consultancy Policy by September 2017 and Operational Consultancy Procedures updated by October 2017;

3.1.4 Objective 4: To satisfy NHBRA's customers by providing products and services in the required time, quality and quantity.

This Objective was intended to ensure that NHBRA's customers are provided with products and services of adequate quality in timely manner. Despite challenges and constraints there were some achievements as follows:

Achievements

- i. Draft Client Service Charter Prepared;
- ii. Customers were satisfactorily served

Constraints

- i. Lack of streamlined procedures to handle customer orders; and
- ii. Inadequate monitoring and evaluation.

The way forward

- i. To develop appropriate procedures for managing customer requests for services and products;
- ii. To finalize Client Service Charter; and
- iii. Ensure implementation of adequate monitoring and evaluation of NHBRA services

3.1.5 Objective 5: To strengthen NHBRA financially, legally and technically

This Objective was intended to ensure that the Agency is well resourced financially, legally and technically capacitated to deliver its services to its customers. Despite the number of challenges faced there were some notable achievements as follows:

Achievements

- i. Recruitment and employment of staff to fill some of the vacant posts were carried out accordingly;
- ii. Introduction of OPRAS and training on how to implement the same has been undertaken;
- iii. Study/identification of assets and infrastructural requirements undertaken;
- iv. Some necessary office, workshop equipment and transport facilities acquired; and
- v. Four (4) project write ups for soliciting funds prepared.

Constraints

- i. Revenue collection mechanism not properly established;
- ii. Some project write ups submitted to development partners, government and other institutions were not funded; and
- iii. Lack of human resource development Programme
- iv. Outdated Agency Framework Document.

The way forward

- i. Develop and ensure utilization of system for collection, utilization (expenditure) and reporting NHBRA revenues;
- ii. Formulate resource mobilization policy;
- iii. Develop human resource development programme.
- iv. Revise Agency's Framework Document and Organization Structure; and

3.2 Stakeholders Analysis

Table 1 presents the Stakeholders of National Housing and Building Research Agency as analysed from their needs and expectations from the Agency perspective. The understanding of these Stakeholders and their needs is important towards position of the Agency to meet its expectations. The Stakeholders are grouped as External and Internal Stakeholders. Further, the External Stakeholders are classified as Government and Private Stakeholders.

Table 1: STAKEHOLDERS ANALYSIS

S/N	STAKEHOLDER	PRODUCT/SERVICE	EXPECTATIONS
EXTERNAL CUSTOMERS			
A. GOVERNMENT			
1	Ministries, Departments and Agencies (MDAs),	i. Construction services	i. Timeliness. ii. Quality iii. Affordable service and products
		i. Good governance	i. Transparency ii. Accountability iii. Effectiveness iv. Efficiency v. Responsiveness vi. Equity vii. Rule of law viii. Participation ix. Consensus x. Strategic vision
		i. Consultancy Services	i. Quality services ii. Timely delivery of service
		i. Advice on national Policies	i. Timely advice ii. professional services
2	Local Government	i. Technology transfer services e.g consultancy construction, training,	i. Efficient services ii. Appropriate technology iii. Timeliness. iv. Quality v. Affordable service and products vi. Courteous and helpful staff vii. Information about NHBRA's activities viii. Quality Professional presentations

S/N	STAKEHOLDER	PRODUCT/SERVICE	EXPECTATIONS
3	Higher Learning and Technical Institutions	<ul style="list-style-type: none"> i. Practical training services for students ii. Library services iii. Laboratory service 	<ul style="list-style-type: none"> i. Relevant trainings ii. Relevant and up to date iii. Information iv. Timely service delivery. v. Conducive learning environment vi. Competency vii. Professionalism viii. Reliability ix. Timely
4	Parastatal Organizations	<ul style="list-style-type: none"> i. Technical advice ii. Consultancy Services iii. Construction services iv. Laboratory service 	<ul style="list-style-type: none"> i. Timeliness. ii. Quality iii. Affordable and reliable service and products iv. Credible results
B. PRIVATE SECTOR			
1.	<ul style="list-style-type: none"> i. Estate Developers ii. Researchers iii. Others 	<ul style="list-style-type: none"> i. Construction Services. ii. Consultancy Services. 	<ul style="list-style-type: none"> i. Timeliness. ii. Quality iii. Affordable and reliable service and products
		Building materials e.g. tiles, bricks,	<ul style="list-style-type: none"> i. Quality ii. Affordable iii. Durability iv. Timeliness
		Laboratory Services	<ul style="list-style-type: none"> i. Credible results ii. Affordable services iii. Professionalism
		Machines e.g. interlocking machines tile vibrators	<ul style="list-style-type: none"> i. Quality ii. Affordable iii. Durability iv. Timeliness v. After sale service
2.	Professional Associations and Boards	Information	<ul style="list-style-type: none"> i. Reliable ii. Timeliness iii. Compliance
3.	Service Providers	Payments	<ul style="list-style-type: none"> i. Timeliness ii. Adherence to agreement

S/N	STAKEHOLDER	PRODUCT/SERVICE	EXPECTATIONS
4.	Civil Society Organizations NGOs, CBOs	i. Construction services ii. Consultancy Services iii. Information	i. Quality services ii. Timely delivery of service iii. Reliable iv. Affordable service and products. v. After sale services
5.	Development partners	Partnership in provision of services	i. Quality services ii. Collaboration iii. Reliability iv. Quality services
6.	Individuals	i. Consultancy Services ii. Construction Services iii. Building materials e.g. tiles, bricks, iv. Incubation v. Partnership	i. Quality services ii. Timely delivery of service iii. Reliable iv. Affordable service and products
INTERNAL CUSTOMERS			
1.	Employees	i. Salary ii. Statutory rights iii. Incentives iv. Career development	i. Prompt payment of employees' rights and other benefits ii. Good internal communication between management/supervisors and other staff iii. Good working environment iv. Availability of equipment and tools for service delivery v. Timely availability/release of funds for implementation of action plans as per approved budget vi. Conducive staff development policies vii. Security of employment.
2.	Ministerial Advisory Board (MAB)	i. Reports ii. Statutory remuneration	i. Reliable ii. Timeliness

3.3 SWOC Analysis

In order to get deeper insight into the capacity and constraints of NHBRA to discharge its functions, this section presents the analysis of NHBRA's Strengths, Weaknesses, Opportunities and Challenges.

3.3.1 Strengths

- i. NHBRA Establishment Order
- ii. Having own NHBRA premises
- iii. Presence of physical non-current assets (Buildings, Machinery and equipment)
- iv. Qualified, skilled and experienced staff.
- v. Existing relation with a number of stakeholders.;

3.3.2 Weaknesses

- i. Lack of human resources development policy;
- ii. The working environment is not conducive due to lack of proper office facilities;
- iii. Delayed training on some of the newly acquired modern laboratory equipment has led to the underutilization of the laboratory and hence causes the Agency not to generate the necessary revenue;
- iv. Framework Document not reviewed for 15 years
- v. Under developed market outlets for NHBRA products and services.

3.3.3 Opportunities

- i. Introduction of new Strategic Plan will enable the Management to have new and clear vision and mission of NHBRA hence enable them to deliver the core functions.
- ii. Increase collaboration with R&D institutions (e.g. Universities, COSTECH and VETA)
- iii. Increase number of potential larger scale customers of NHBRA products and services (TBA, PENSIONS FUND, NHC and Watumishi Housing Company).
- iv. Existence of Potential Partners focusing on affordable housing, NHC, NGOs (e.g. Acacia Mining, CCI, WAT-HST).
- v. NHBRA's services and products are highly appreciated by customers
- vi. Existence of housing deficiency in Tanzania.
- vii. Possibility of engaging in Public Private Partnership (PPP) with local and international institutions
- viii. Acquisition of modern laboratory equipment.
- ix. Abundance of local building materials all over the country.
- x. Political will to build an industrialized economy in Tanzania.
- xi. Existence of Human Settlement Development Policy.

3.3.4 Challenges

- i. Inadequate number of staff.

- ii. Many acting management posts are still prevailing.
- iii. Misconception about NHBRA materials and technologies (quality concern) and lukewarm attitudes on NHBRA products.
- iv. Lack of building Regulation for construction sector.

3.4 Recent Initiatives

- i. Research Project on Energy for Low Income Tropical Housing (ELITH).
- ii. Renovation of the existing NHBRA offices, laboratories and 10 staff houses
- iii. Transfer of technology through Tulawaka, Bulyanhulu and Buzwagi Gold Mines.
- iv. NHBRA has developed Scheme of services.
- v. Staff trained in implementing OPRAS.
- vi. Introduction of a Marketing Strategy.
- vii. Participative preparations of important NHBRA documents (Business Plans, Scheme of Service, and Strategic Plan).

3.5 Critical Issues

- i. Inadequate capacity and number of human resource to adequately carry out research; /
- ii. Insufficient staff motivation;
- iii. Shortage of staff;
- iv. Lack of zonal offices;
- v. Absence of internal policies and operational procedures for enhancing efficiency;
- vi. Framework Document not reviewed for 15 years;
- vii. Inadequate public awareness on existence of the Agency and its services;
- viii. Insufficient funds to implement Agency activities;
- ix. Absence of up to date information on building material and technologies.
- x. Inadequate efforts to address issues of corruption, HIV/AIDS and gender.
- xi. Inadequate collaboration with other affordable housing promoting institutions;
- xii. Inactive housing cooperative societies and micro financing programs.

CHAPTER FOUR: THE PLAN

4.1 Introduction

This Chapter presents the plan to be executed in the period of five years (2016/17– 2020/21).

4.1.1 Vision

To be a leading research center for promotion of affordable building materials and technology by the year 2025

4.1.2 Mission

To improve the standard of housing for rural and urban communities by conducting research and promoting the use of affordable building materials and associated technologies.

4.1.3 Core Values

- i. **Team work**
We realize that collective efforts pave a way of working together towards a common goal.
- ii. **Innovation and Adaption**
We believe that every project provides a new opportunity to solve problems in creating new ways and therefore, committed to fostering creativity to enhance effectiveness and efficiency in our services and products.
- iii. **Professionalism**
We are committed to deliver our services and products at highest possible professional standards and in ethical manner.
- iv. **Customer care**
We are committed to ensure that our customers are provided with high quality services and products on timely basis, and that their comments are considered to improve our systems and procedures.
- v. **Integrity**
We believe that to be successful, it is essential to operate at the highest levels of honesty, responsibility and trust both at individual and institutional level.
- vi. **Accountability**
We perform our duties and take responsibility for our actions, decisions and consequences.

4.2 Objectives

In pursuit of its vision and addressing the identified critical issues, NHBRA is striving to achieve the following objectives:

1. Research on affordable building materials and technologies enhanced;
2. Promotion of affordable building technologies enhanced;
3. Availability of research results and technical information on housing issues enhanced;
4. Provision of contracted research, consultancy and construction services enhanced;
5. Institutional capacity of the Agency to deliver services enhanced;
6. HIV/AIDs infections reduced and support services improved; and
7. Anticorruption and good governance strategies implemented effectively

4.2.1 Objective 1: Research on affordable building materials and technologies enhanced

4.2.1.1 Rationale

Tanzania, like many other developing countries faces a severe shortage of decent housing to its urban and rural communities. This deficiency is consistently increasing because of the mismatch between the demand and supply side especially because of the urbanization and population growth. Apart from housing shortage, houses especially in rural areas are constructed from low quality materials and technologies. Furthermore, most of the low income earners who comprise the majority of Tanzanians cannot afford high cost conventional materials and technologies. In order to enable the majority of Tanzanians to live in better houses, availability of affordable housing technologies needs to be improved. This can only be achieved if more research is done to identify and establish locally available building materials and techniques which are affordable to most Tanzanians.

4.2.1.2 Strategies

- i. Develop Policies and Guidelines to promote research activities.
- ii. Increase quality and quantity of researched building materials and technologies.
- iii. Enhance national and international collaboration.

4.2.1.3 Targets

- i. Research agenda developed by September, 2017.
- ii. Research Policy and Operational Manual prepared by September 2017.
- iii. Four researches on affordable building materials and technologies conducted annually.
- iv. Four research proposals developed and submitted annually for prospective collaboration.
- v. Scholarship to encourage research in area of affordable building material and technologies initiated by 2020.
- vi. Two collaborations with local stakeholders established annually.
- vii. One collaboration with international stakeholders established annually.

4.2.1.4 Key Performance Indicators

- i. Research Policy, Agenda and Guidelines developed and operational
- ii. Number of new research findings published annually.

- iii. Number of alternative building technologies identified and developed by NHBRA annually.
- iv. Number of Research Collaborations Established.
- v. Number of Scholarships and Fellowships offered.

4.2.2 Objective 2: Promotion of affordable Building Technologies enhanced

4.2.2.1 Rationale

Currently NHBRA's products and services are not widely known to the public. There is an urgent need to enhance promotion of affordable building materials and technology for construction of low cost houses. Improving the quality of housing to urban and rural communities cannot be achieved without the promotion of the use of affordable local building materials and techniques. Therefore, the promotion will enable multitude of citizens both in urban and rural communities to be aware of the available alternative building materials and construction techniques consequently motivate them to adopt the technologies to construct their houses.

4.2.2.2 Strategies

- i. Enhance sensitization seminars, training and demonstration programs
- ii. Enhance Public awareness on affordable building materials and technologies.
- iii. Enhance availability of simple production and construction techniques and expertise, throughout the country
- iv. Establish efficient and effective information delivery mechanism

4.2.2.3 Targets

- i. At least two (2) sensitization seminar conducted at national forums annually
- ii. Ten (10) practical training on affordable housing products conducted annually
- iii. One promotional campaign on affordable building materials organized annually
- iv. One publicity week organized annually
- v. Promotional materials developed and published annually.
- vi. Five GBBs and Three SSPUs incubated in collaboration with RALGs annually
- vii. Affordable housing skills introduced in vocational schools' syllabus by 2019
- viii. Five technical report/specifications for researched products published annually
- ix. Update and publish all research results and technical information currently available by 2021
- x. Library modernized by June 2017

4.2.2.4 Key Performance Indicators

- i. Change in demand for products and services.
- ii. Change in number of skilled artisans in affordable technologies.
- iii. Number of houses constructed using affordable building materials increase annually;
- iv. Number of GBBs and SSPUs producing affordable building materials increased.
- v. Percentage change in usage of affordable housing technologies and techniques.

4.2.3 Objective 3: Availability of research results and technical information on housing issues enhanced

4.2.3.1 Rationale

There is perceived information gap among the potential sources and the intended beneficiaries of building researched information. As a result, a lot of information do not reach the users at the expected level hence hinders the whole process of affordable building technology and techniques adoption. Therefore, the fulfilment of this objective will assist in bridging that gap whereby existing problem will be addressed.

4.2.3.2 Strategies

- i. Establish efficient and effective information delivery mechanism.
- ii. Update and publish all research results and technical information currently available
- iii. Increase publication of new research results in terms of quantity and quality
- iv. Research information utilization policy established

4.2.3.3 Targets

- i. Five technical report/specifications for researched products published annually
- ii. Update and publish all research results and technical information currently available by 2021
- iii. Library modernized by June 2018

4.2.3.4 Key Performance Indicators

- i. Library Operation Software installed and new books purchased
- ii. Number of new research and technical reports published annually
- iii. Number of stakeholders' accessing NHBRA information outlets
- iv. Number of Technical Reports/Specification published by NHBRA annually.

4.2.4 Objective 4: Provision of contracted research, consultancy and construction services enhanced

4.2.4.1 Rationale

The building and has potential opportunities which have not been tapped. This is due to existence of great housing demand which by far surpass the supply. In order to ensure that this demand is satisfied there should be deliberate initiatives to implement high quality standards of building research and investment services. As such NHBRA is strategically positioned to create and implement affordable housing projects that will increase the value of institution in a considerable magnitude.

4.2.4.2 Strategies

- i. Enhance consultancy and construction services
- ii. Establish investment and resource mobilization projects

4.2.4.3 Targets

- iii. Agency consultancy firms Registered with relevant registration boards by June 2018
- iv. Five consultancy/construction projects undertaken annually
 - v. Update Consultancy policy and operational procedures by June 2017
 - vi. Investment and resource mobilization policy prepared by June 2018
 - vii. Two Investment project proposals prepared by June 2019
- viii. Three resource mobilization project proposals developed annually (from 2019).
- ix. One resource mobilization project implemented annually (from 2020)
- x. Partners/funds for implementing investment projects established by 2020

4.2.4.4 Key Performance Indicators

- i. % change in consultancy/construction projects undertaken
- ii. % change in revenue generated from consultancy/construction.
- iii. Improvement in Consultancy and construction skills.
- iv. Number of Investment projects undertaken
- v. Resource mobilization projects undertaken
- vi. % change in revenue generated from investment undertakings

4.2.5 Objective 5: Institutional capacity of the Agency to deliver services enhanced

4.2.5.1 Rationale

Currently the agency is facing a lot of challenges in delivering its obligations. This has impeded it from providing innovative quality products and services that impacts the customer. The challenges include inadequate human capital, weak financial base, inadequate office and laboratory facilities just to mention a few. Therefore, in order to achieve the strategic objectives established in this Plan, NHBRA capacity need urgent enhancement in financial systems and procedures, office facilities, laboratory and workshop facilities, human resources, and stakeholder relationship.

4.2.5.2 Strategies

- i. Improve working environment
- ii. Strengthen management systems and processes
- iii. Establish zonal offices

4.2.5.3 Targets

- i. Staff statutory rights and working tools provided annually
- ii. Office, laboratory and staff houses buildings renovated by June 2021
- iii. Scheme of Service approved by September, 2016
- iv. Human Resource Development Policy prepared and implemented by June 2018
- v. Gender policy prepared and implemented by June 2021
- vi. Internal financial regulations prepared and implemented by June, 2017
- vii. Internal audit charter prepared and implemented by June, 2017
- viii. Risk management policies prepared and implemented by June, 2018.
- ix. Audit Committee charter prepared and implemented by June, 2017
- x. Integrated financial management systems improved by December, 2016
- xi. Framework Document Reviewed by June 2018
- xii. Organization structure reviewed by June 2017

- xiii. Two zonal offices established by June 2021

4.2.5.4 Key Performance Indicators

- i. % increase in Revenue collection.
- ii. % increase in service provision.
- iii. % change in level of Agency's Productivity.
- iv. % Change level of customer satisfaction.

4.2.6 Objective 6: HIV/AIDs infections reduced and support services improved

4.2.6.1 Rationale

HIV/AIDS pandemic has been identified as one of the main causes of loss of workforce, absenteeism and low productivity in the public service. To address this challenge, the Government has prepared various guidelines and interventions to be implemented by all public institutions. NHBRA being a public Agency operates in the same environment and therefore faces the same threat. As a strategy, the Agency intends to use the existing guidelines in customizing and implementing HIV/AIDS workplace interventions as well as non-communicable diseases prevention in order to reduce the rate of infection and improve support services to those already infected.

4.2.6.2 Strategies

- i. Raise staff awareness on HIV/AIDs
- ii. Provide support to staff living with HIV and AIDs

4.2.6.3 Targets

- i. One sensitization seminar on HIV and AIDS conducted annually
- ii. 100% of staff declared living with HIV/AIDS supported annually

4.2.6.4 Key Performance Indicators

- i. % of staff attending voluntary HIV testing
- ii. % change in new infections
- iii. % of staff on quality HIV/AIDS supportive services
- iv.

4.2.7 Objective 7: Anticorruption and good governance strategies implemented effectively

4.2.7.1 Rationale

Corruption within the public service continues to be a challenge. The Government of Tanzania has established institutions and regulatory frameworks necessary for dealing with the vice. NHBRA as a public institution is required to deal with corruption issues through development of internal policies, structures and creation of awareness amongst staff on corruption, ethical conduct and good governance. The Agency therefore needs strategies which will enable to deploy measures aimed at eradicating corruption amongst Management, staff and stakeholders working with the Agency.

4.2.7.2 Strategies

- i. Strengthen adherence to Public Service Code of Ethics and Conduct.
- ii. Awareness and compliance to laws, regulations and guidelines increased

4.2.7.3 Targets

- i. All staff trained on Public Service Code of Ethics and Conduct annually
- ii. NHBRA anti-corruption policy prepared and implemented by June 2017
- iii. Compliance to laws, regulations and guidelines streamlined and attained annually

4.2.7.4 Key Performance Indicators

- i. % Change in corruption cases reported
- ii. % Change in level of good governance and accountability
- iii. % Change in level of compliance to rules and regulations

4.3 Risk Management

The major risks expected to face implementation of the Strategic Plan are outlined in Table 2. They cut across all strategic objectives. The Agency will monitor and manage the risks very closely.

Table 2 Risk Management Strategies

	Risk	Expected Impact	Planned response
1.	Inadequate leadership commitment.	This will certainly be disastrous to the realization of NHBRA vision	The Management is committed to spearheading the implementation of the plan. Cascading the Plan's activities to the level of inclusion of Departments, Technical Management Team and employee activities.
2.	Inadequate monitoring and evaluation.	It will be difficult to know conclusively whether the plan is achieving its objectives	The Plan has included key monitoring and evaluation activities. NHBRA has enhanced monitoring and evaluation tools and processes. The Management will implore all key stakeholders for implementing the plan on the need to adhere to planned monitoring and evaluation processes.
3.	Inadequate resources	Difficult to implement the plan fully. Diversion of resources to other duties.	The Management is committed to develop and implement an enhanced financial sustainability strategy. A five-year Resource Mobilization Strategy will be developed with agreed targets and implementation strategies. Management will ensure adequate resources to enhance production capacity and comply to the standards. Management will ensure proper allocation of resources.

	Risk	Expected Impact	Planned response
4.	Lack of key stakeholders' cooperation	The Agency will fail to achieve the desired targets.	The Management will promote the cooperation with stakeholders through entering agreements, improved sharing of information and active involvement in meetings and events to develop sustainable partnership.
6.	Operational risk	Failure to meet customers' expectations	Management will invest in capacity building.
7.	Project risk	Failure of the client to meet financial and professional obligations. Failure to meet completion time and stakeholders' expectation.	Management will ensure that, the contract documents are adhered to.

CHAPTER FIVE: RESULT FRAMEWORK

5.1 Purpose and Structure

This Chapter intends to show how the results foreseen by National Building Research Agency (NHBRA) will be measured. The Results Framework (RF) shows the overall development objective which is basically the impact of NHBRA's activities; the beneficiaries of NHBRA services; how objectives are linked to results chain; results framework matrix; the monitoring plan; the planned reviews; the evaluation plan and the reporting plan.

5.2 Development Objective

The overriding development objective, which represents the highest level of results envisioned by National Housing and Building Research Agency, is "Improved housing conditions in Tanzania". However, other key players also significantly contribute towards the achievement of this development objective. The achievement of this development objective, among others, will be influenced by the level of financial resources available, staff and management commitment, and the demand for accountability on the part of citizens.

5.3 Beneficiaries of RF Services

Beneficiaries of NHBRA services are classified in two groups which are primary and secondary group. Primary group involves those who get direct service from NHBRA i.e. NHBRA staff, Grassroots Building Brigades and Small Scale Production Units. Secondary group involves the public. The public benefits from NHBRA services because of various measures taken to enhance housing condition.

This Strategic Plan has five objectives which contribute to Tanzania development Vision 2025, Tanzania Five Years Development Plan, and Sustainable development goals.

5.4 Results Chain

NHBRA Results Chain consists of outcomes, outputs, activities and inputs which broadly contribute to specific National Planning Framework as indicated above. A combination of objectives and targets in the Strategic Plan; Activities and Inputs in the Business Plan forms NHBRA Results Chain. The basic assumption is that there is causal linkage in the various elements of NHBRA Results Chain. The inputs i.e. utilization of resources will lead to achievement of activities hence achievement of outputs. Achievement of outputs will lead to achievement of objectives. This chain of results justifies NHBRA that contributes to the development of the country.

5.5 The Result Framework Matrix

This matrix contains NHBRA overall Development Objective, Objective Codes, Medium Term Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives. The Results Framework Matrix is detailed in the Table below:

Table 3: Result Framework Matrix

Development Objective	Objective Codes	Medium Term Objectives	Intermediate Outcomes	Outcome Indicators
Improved housing conditions in Tanzania	1	Research on building materials and technologies enhanced	<ul style="list-style-type: none"> i. Increased research projects ii. Increased technologies iii. Increased demand for affordable building materials and technologies iv. Decreased cost of building materials v. Decreased construction cost vi. Improved quality of affordable building materials vii. Increased customer trust 	<ul style="list-style-type: none"> i. Number of new research findings published annually. ii. Number of alternative building technologies identified and developed by NHBRA annually. iii. Number of Research Collaborations Established iv. Number of Scholarships and Fellowships offered.
	2	Promotion of affordable building materials and technologies enhanced	<ul style="list-style-type: none"> i. Increased demand for affordable housing products and services ii. Improved housing conditions iii. Increased number of skilled artisans iv. Increased public awareness on affordable building material and technologies v. Increased technologies vi. Increased revenue vii. Increased sales 	<ul style="list-style-type: none"> i. Change in demand for products and services. ii. Change in number of skilled artisans in affordable technologies. iii. Availability of affordable local building materials in building material stores. iv. Number of houses constructed using affordable building materials increase annually; v. Number of factories producing affordable building materials increased. vi. % change in usage of affordable technologies and techniques.

Development Objective	Objective Codes	Medium Term Objectives	Intermediate Outcomes	Outcome Indicators
	3	Ensure that research results and technical information on housing issues are made available	<ul style="list-style-type: none"> i. Published technical report/specifications ii. Available data base for affordable building materials and technologies iii. Modernized Library iv. Intellectual property management Office (IPMO) available v. Registered research laboratory with ERB and ISO vi. Availability Information sharing policy vii. Updated available research reports/publications 	<ul style="list-style-type: none"> i. Number of new research findings published annually ii. Change in number of stakeholders' access to information iii. Increased Quality of research output. iv. Number of Technical Reports/Specification published by NHBRA annually.
	4	Provide high quality building research consultancy, investment and construction services	<ul style="list-style-type: none"> i. Availability of investment plan ii. Mobilized Resource from building research consultancy/construction projects iii. Registered Agency consultancy firms with relevant registration boards iv. undertaken consultancy/construction projects v. Updated Consultancy policy and operational procedures 	<ul style="list-style-type: none"> i. % change in consultancy/construction projects undertaken ii. % change in revenue generated from consultancy/construction. iii. Improvement in Consultancy and construction skills. iv. % change in availability of local building materials v. % change in revenue generated from investment undertakings

Development Objective	Objective Codes	Medium Term Objectives	Intermediate Outcomes	Outcome Indicators
			<ul style="list-style-type: none"> vi. Availability of local building materials manufacturing factories vii. Availability of local building material 	
	5	Operational Capacity of the Agency to deliver services improved	<ul style="list-style-type: none"> i. Increased level of productivity ii. Improved service delivery iii. Increased demand for NHBRA services 	<ul style="list-style-type: none"> i. % increase in Revenue collection. ii. % increase in service provision. iii. % change in level of Agency's Productivity. iv. % Change level of customer satisfaction.
	6	HIV/AIDs infections reduced and support services improved	<ul style="list-style-type: none"> i. Increased awareness on HIV/AIDs ii. Motivated staff living with HIV/AIDS. iii. Stable health status of staff living with HIV/AIDS iv. Improved performance of staff living with HIV/AIDS v. Positive Attendance 	<ul style="list-style-type: none"> i. % change in staff voluntary testing for HIV ii. % change in new infections iii. Satisfaction Level of supported staff
	7	Anticorruption and good governance strategies implemented effectively	<ul style="list-style-type: none"> i. Increased awareness against corruption ii. Less complaints on corruption iii. Increased transparency iv. Increased responsibility and accountability 	<ul style="list-style-type: none"> i. % change in corruption reported cases ii. % Change in level of good governance and accountability iii. % Change in level of compliance to rules and regulations

5.6 Monitoring, Reviews and Evaluation Plan

This section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years of the strategic planning cycle from 2016/17 to 2020/21.

5.7 Monitoring Plan

The monitoring plan consists of indicators and indicator descriptions, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency and the officers who will be responsible for data collection, analysis and reporting. Though the 12 outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis. The monitoring and evaluation plan is detailed in **Table 3** below:

Table 4: Monitoring Plan

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
1	Number of new research findings published annually.	This indicator intends to show the increase in number of research findings. This will be calculated by (X-Y) where: Y = previous number of research findings; X = number of new research findings	2016	5	9	13	17	21	25	NHBRA	Desk Review	biannual	Primary data	annually	MRD
	Number of	This indicator intends to	June 2017	XX	XX	XX	XX	XX	XX						

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	alternative building technologies identified and developed by NHBR annually.	This indicator intends to show the increase in number of building technologies. This will be calculated by (X-Y) where: Y = previous number of building technologies; X = number of new building technologies													
	Number of Research	This indicator intends to show the increase in	June 2017	XX	XX	XX	XX	XX	XX						

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	Collaborations Established	number of Research Collaborations. This will be calculated by (X-Y) where: Y = previous number of Research Collaborations; X = number of new Research Collaborations													
	Number of Scholarships and Fellows	This indicator intends to show the increase in number of Scholarship	June 2017	XX	XX	XX	XX	XX	XX						

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	hips offered.	and fellowship offered. This will be calculated by (X-Y) where: Y = previous number of Scholarship and fellowship offered.; X = number of currentScholarship and fellowship offered.													
2	Demand for product	This indicator intends to measure % change in	June 2017	XX	XX	XX	XX	XX	XX	NHBRA	Desk review	Quarterly	Sales records	Annually	MBS

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	s and services	demand of products and services. It will be calculated by $(X-Y)/Y * 100$ where: X = Demand of service and products in current year and Y= demand of Service and products in the previous year													
	Number of skilled artisans in	This indicator intends to show the extent at which	2017	XX	XX	XX	XX	XX	XX	NHBRA	Surveys & Office records	biannual	Primary data	annually	MRD

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	affordable housing technologies	knowledge on affordable housing has been transferred. It can be measured by (X-Y) where: Y = previous number of artisans; X = current number of artisans													
	Number of houses constructed using affordable	This indicator intends to show % of improved houses as a result of utilization of research	2017	XX	XX	XX	XX	XX	XX	NHBRA	Survey	Annual	Primary data	annually	MRD

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	building materials increase annually	findings. This will be calculated by $X/Y * 100$ where: X = number of improved houses and Y = current number of unimproved houses;													
	Number of factories producing affordable building material		June 2017	XX	XX	XX	XX	XX	XX						

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	s increase d.														
	% change in usage of affordable technologies and techniques.	This indicator intends to measure acceptability of affordable technologies and techniques: This will be calculated by $X/Y * 100$ where: X = Number of respondents who have used and who are willing to use	2017	XX	XX	XX	XX	XX	XX	NHBRA	Survey	Annually	Primary data	Annually	MRD

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
		affordable technologies and Y = Total number respondents													
3	Number of new research findings published annually		June 2017	XX	XX	XX	XX	XX	XX						

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	Change in number of stakeholders' access to information														
	Increase Quality of research output.		June 2017	XX	XX	XX	XX	XX	XX						
	Number of Technical		June 2017	XX	XX	XX	XX	XX	XX						

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	Reports/Specification published by NHBR Annually.														
4	% change in consultancy/construction projects undertaken		June 2017	XX	XX	XX	XX	XX	XX						

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	% change in revenue generated from consultancy/construction.		June 2017	XX	XX	XX	XX	XX	XX						
	Improvement in Consultancy and construction skills.		June 2017	XX	XX	XX	XX	XX	XX						
	% change														

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	in availability of local building materials														
	% change in revenue generated from investment undertakings		June 2017	XX	XX	XX	XX	XX	XX						
5	% increase in	This indicator intends to measure %	July 2016	XX	XX	XX	XX	XX	XX	NHBRA	Desk Review	Quarterly	Financial report	Annually	MBS

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	Revenue collection.	change in revenue generated. It will be calculated by $(X-Y)/Y$ where: X = income generated in present year and Y = income generated in previous year													
	% increase in service provision.		June 2017	XX	XX	XX	XX	XX	XX						

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
	% change in level of Agency's Productivity.	This indicator intends to measure increase of NHBRA productivity. It will be calculated by $X/Y * 100$ where: X =	June 2017	XX	XX	XX	XX	XX	XX	NHBRA	Interview	Quarterly	MBS	Quarterly	MRD
	% Change level of customer satisfaction.	This indicator intends to measure satisfaction level of NHBRA customers. This will be calculated by $X/Y * 100$ where: X = Number of	June 2017	XX	XX	XX	XX	XX	XX	NHBRA	Survey	Annually	Primary data	Annually	MBS

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
		respondents who rated moderate satisfaction and below and Y = Total number respondents													
6	% change in staff voluntary testing for HIV	This indicator intends to measure behavioral change of staff. This will be calculated by $X/Y * 100$ where: X = Number of staff who are willing to test, Y =	July 2016	XX	XX	XX	XX	XX	XX	NHBRA	Desk review	Annually	HIV/AIDs Sensitization seminar report	Annually	MBS

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
		Total number staff													
	% change in new infections	This indicator intends to measure reduction of new infections. This will be calculated by $X/Y * 100$ where: X = Number of newly	DEC 2016	XX	XX	XX	XX	XX	XX	NHBRA	Test Records	Annually	HIV/AIDs Sensitization seminar report	Annually	MBS

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
		infected staff and Y = Number of previous infected staff													
	Satisfaction level of supported staff	This indicator intends to measure satisfaction level of support to staff living with HIV/AIDS. This will be calculated by $X/Y * 100$ where: X = Number of staff who rated moderate and	June 2018	XX	XX	XX	XX	XX	XX	NHBRA	Interview	Annually	Primary data	Annually	MBS

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
		above satisfaction of the support, Y = Total number of staff who received support													
7	Change in corruption cases reported	This indicator intends to measure staff attitudes towards corruption. This will be calculated by Y-X where: X = Number of new cases and Y = Total number	June 2017	XX	XX	XX	XX	XX	XX	NHBRA	Desk Review	Annually	Corruption cases register	Annually	MBS

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	yr	yr	yr	yr	yr	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
					1	2	3	4	5						
		previous cases													
	Change in level of good governance and accountability		June 2017	XX	XX	XX	XX	XX	XX						
	% Change in level of compliance to rules and regulations		June 2017	XX	XX	XX	XX	XX	XX						

5.8 Planned Reviews

These are reviews that aim to obtain progress status on the implementation of the strategic plan. The planned reviews consist of planned review meetings, milestones reviews and rapid appraisals.

5.9 Review Meetings

This involves various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. The plan shows type of meetings, frequency, designation of chairpersons and members in each meeting. **Table 4** shows planned reviews meetings for the period of 5 years.

Table 5: Planned Review Meetings

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Ministerial advisory Board meeting	Quarterly	Board Chair	Board Chair Board members Secretariat
2.	Management Meeting	Fortnightly	Director General	Director General Departmental managers
3.	Technical management meeting	Monthly	Director General	Director General Departmental managers Heads of Sections
4.	Departmental meetings	Monthly	Departments' Managers	Departmental staff
5.	Staff meetings	Quarterly	Director General	All staff
6.	Researchers' meetings	Monthly	MRD	Researchers
7.	Workers council	Biannual	Director General	Workers council members

5.10 Planned Milestones Reviews

These are reviews that countercheck if identified milestones are achieved within the set time frame. The planned milestones reviews will provide the necessary information for NHBRA Management to act on in case particular milestone is off track or at risk. Biannually milestone review will be conducted. **Table 6** below is the planned milestones reviews showing the financial year, planned review, milestones, timeframe and responsible person to report on the milestone.

Table 6: Planned Milestone

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2016/17	Two Reviews	One seminar on HIV/AIDs conducted	Sep 2016	MBS
		Agency staff HIV/AIDs status established	Sep 2016	MBS
		Office, laboratory and staff houses buildings conditional survey conducted	Sep 20 16	MBS
		Anticorruption internal policy prepared	Oct 2016	MBS
		Client feedback mechanism prepared	Dec 2016	MBS
		Framework Document reviewed	Dec 2016	MBS
		Reporting formats prepared	Dec 2016	MBS
		Consultancy and construction internal policy prepared	Dec 2016	MC
		Inventory system prepared	Dec 2016	MBS
		Five specifications for researched products prepared	June 2017	MRD
		Operational procedures for research prepared	June 2017	MRD
		Research staff trained on the use of the operational procedures	July 2017	MRD
		Laboratory Procedures manual prepared	Dec 2017	MRD
		Five GBBs and Five SSPUs incubated in collaboration with RALGs	June 2017	MRD
		Office, laboratory and staff houses buildings renovated	June 2017	MC
		Organization structure reviewed	June 2017	MBS
		Business processes documented	June 2017	MBS
		Library modernization report reviewed	June 2017	MBS
		Five consultant projects undertaken	June 2017	MC
		Sensitization seminar on affordable materials and technologies conducted	June 2017	MBS
Investment plan prepared	June 2017	MBS		
2017/18		Intellectual property management Office (IPMO) established	June 2018	MRD
		Survey of local available material in all zones Conducted	June 2018	MRD
		Register NHBRA Lab with NACTE	June 2018	MRD

		Five GBBs and Five SSPUs incubated in collaboration with RALGs	June 2018	MRD
		One demonstration house constructed in one zone	June 2018	MRD
		Office, laboratory and staff houses buildings renovated	June 2018	MC
		Land for office zones acquired	June 2018	MBS
		Library modernization report implemented	June 2018	MBS
		Sensitization seminar on affordable materials and technologies conducted	June 2018	MBS
		Five consultant projects undertaken	June 2018	MC
2018/19		Create a Database of the findings of local available material in all zones surveyed	June 2019	MRD
		Five GBBs and Five SSPUs incubated in collaboration with RALGs	June 2019	MRD
		One demonstration house constructed in one zone	June 2019	MC
		Office, laboratory and staff houses buildings renovated		MC
		Sensitization seminar on affordable materials and technologies conducted	June 2019	MBS
		Five consultant projects undertaken	June 2019	MC
2019/20		Building materials research laboratory registered with ISO	June 2019	MRD
		Affordable housing skills introduced in vocational schools' syllabus	June 2019	MRD
		Five GBBs and Five SSPUs incubated in collaboration with RALGs	June 2020	MRD
		One demonstration house constructed in one zone	June 2020	MC
		Office, laboratory and staff houses buildings renovated	June 2020	MBS
		Two zonal office constructed	June 2020	MBS
		Sensitization seminar on affordable materials and technologies conducted	June 2020	MBS
		Five consultancy projects undertaken	June 20120	MC
2020/21		Five GBBs and Five SSPUs incubated in collaboration with RALGs	June 2021	MRD
		Office, laboratory and staff houses buildings renovated	June 2021	MC

		Two zonal office Operationalized	June 2021	MBS
		Five consultancy projects undertaken	June 2021	MC
		Sensitization seminar on affordable materials and technologies conducted	June 2021	MBS

5.11 Rapid Appraisals

Rapid appraisals involve determining the type, description, questions, area of focus, methodology, and frequency of the rapid appraisal including the responsible person for conducting or managing the rapid appraisals. **Table 7** below shows the planned Rapid Appraisals.

Table 7: Planned Rapid Appraisal

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
1	Baseline survey on traditional houses	This survey intends to find out ways to improve traditional houses	<ul style="list-style-type: none"> • How many traditional houses are there in Tanzania? • What is the performance of these houses? • To what extent are the traditional houses owners willing to improve their houses? • What are the costs of improving traditional houses? 	Survey	Once in a decade	MRD
2	Survey on building materials occurrence in Tanzania	This survey intends to find out the type of building materials available in	<ul style="list-style-type: none"> • What are the locally available building materials in Tanzania? 	Survey	Once in a decade	MRD

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
		specific areas in Tanzania.	<ul style="list-style-type: none"> • Which locally materials can be profitably extracted for affordable housing? • Where in Tanzania specific building materials are found • What is the quantity of specific building material available? • What are the chances of continuity of availability of building materials? • What is the quality of other building material found in specific areas? • What are the environmental effects of 			

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
			exploitation? • What are the remedies for environmental effects?			

5.12 Evaluation Plan Matrix

The Evaluation Plan consists of the evaluations to be conducted during the strategic planning cycle, description of each evaluation, evaluation questions, methodology, timeframe and the responsible person. Two (2) evaluations will be conducted over the period of five years. The evaluation intends to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan outcomes. The Evaluation Plan is detailed in **Table 8** below.

Table 8: Evaluation Plan Matrix

S/N	Evaluation	Description	Evaluation Questions	Methodology	Time-frame	Responsible Person
1.	Impact of research on affordable building materials land technologies	This study intends to evaluate the extent at which affordable housing technologies have been adapted.	<ul style="list-style-type: none"> • What is the level of adaptability? • How do the products perform? • To what extent the housing conditions have improved? • What is the durability of the products? • How does the community benefit from the products? • What are challenges 	Survey	Twice in five years	MBS

			associated with affordable products			
			<ul style="list-style-type: none"> • What are the recommendations 			
2.	Study on capacity of the Agency to deliver services	This study intends to evaluate the extent on how the delivery of services improved.	<ul style="list-style-type: none"> • What is the level of services improvement? • What is the level of staff performance after capacity improvement? • What is the improvement level of systems/process performance? 			MBS

5.13 Reporting Plan

This is a plan that shows all reports that will be used in the execution of the strategic plan. The reporting plan contains both Internal and external reports.

5.14 Internal Reporting Plan

This is a plan that contains reports that are used within NHBRA. The reporting plan is in accordance with statutory requirements or as may be required from time to time. **Table 9** below shows internal reporting plan of NHBRA.

Table 9: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Annual performance appraisal report	Director general	Annually	MBS
2.	Agency Performance Report	Director general	Monthly	MBS
3.	Departmental Performance Report	MBS	Monthly	Managers
4.	Section Performance Reports	Managers	Monthly	Heads of Sections
5.	Agency Performance Report	Director general	Annually	MBS

S/N	Type of Report	Recipient	Frequency	Responsible Person
6.	Departmental Performance Report	MBS	Annually	Managers
7.	Section Performance Reports	Managers	Annually	Heads of Sections
8.	Researchers performance reports	Director General	Quarterly	Manager
9.	Researchers performance reports	MRD	Quarterly	Research Team leader
10.	Financial reports	Director General	Monthly	MBS
11.	Financial reports	MBS	Monthly	HFP
12.	Financial reports	Director General	Annually	MBS
13.	Financial reports	MBS	Annually	HFP
14.	Safari/Trip reports	Manager	Per trip	Team leader
15.	Human resources report	Director General	Quarterly	MBS
16.	Human resources report	MBS	Quarterly	HAP
17.	Internal Audit Report	Director General	Quarterly	Internal auditor
18.	Procurement Report	Director General	Quarterly	Internal auditor
19.	External Audit Report	Director General	Annually	External Auditor

5.15 External Reporting Plan

This is a plan that contains reports that are used by external entities. The reports are prepared on quarterly and annually basis. **Table 10** below shows details of NHBRA external reporting plan.

Table10: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Financial report	PS & CAG	Annually	Director General
2.	Human resources development report	Public Service Commission	Quarterly	Director General
3.	Annual Performance Report	PS	Quarterly	Director General
4.	Annual OPRAS report	POPSM and Public Service Commission	Annually	Director General
5.	Annual performance appraisal report	PS, MAB &TR	Annually	Director General
6.	Parliamentary Sectoral Committee Report	PS	Annually	Director General

CHAPTER SIX: STRATEGIC PLAN BUDGET

Table 10: Proposed Budget for Implementation of the Strategic Plan

Objective	Strategy	Target	BUDGET Tshs (Mil)	Budget Tshs (Mil)				
				2016/17	2017/18	2018/19	2019/20	2020/21
1. Research on affordable building materials and technologies enhanced	i. Increase quality and quantity of researched building materials and technologies	Research agenda developed by June, 2017	13.0	5.0	2.0	2.0	2.0	2.0
		Research Policy and Operational Manual prepared by June 2017,	10.0	5.0	5.0			
		Four researches on affordable building materials and technologies conducted Annually	500.00	100.0	100.0	100.0	100.0	100.0
	ii. Solicit fund through research proposals.	Four research proposals developed and submitted annually,	50.0	10.0	10.0	10.0	10.0	10.0
	iii. Enhance National and international collaboration.	Scholarship to encourage research in area of affordable building material and technologies initiated by 2020	35.0	-	5.0	7.5	10.0	12.5

Objective	Strategy	Target	BUDGET Tshs (Mil)	Budget Tshs (Mil)				
				2016/17	2017/18	2018/19	2019/20	2020/21
		Two collaborations with local stakeholders established annually.	150.0	30.0	30.0	30.0	30.0	30.0
		One collaboration with international stakeholders established annually.	50.0	10.0	10.0	10.0	10.0	10.0
Objective 2: Promotion of affordable Building Technologies enhanced.	i. Enhance sensitization seminars, training and demonstration programs	At least two (2) sensitization seminar conducted at national forums annually	50.0	10.0	10.0	10.0	10.0	10.0
		Ten (10) practical training on affordable housing products conducted annually	350	50.0	60.0	70.0	80.0	90.0
	ii. Enhance Public awareness on affordable building materials and technologies.	One promotional campaign on affordable building materials organized annually	235.0	40.0	40.0	50.0	50.0	55.0
		One publicity week organized annually	130.0	20.0	20.0	30.0	30.0	30.0
		Promotional materials developed and published annually.	120.0	17.5	20.0	25.0	27.5	30.0
	iii. Enhance availability of simple	Five GBBs and Three SSPUs incubated in	220.0		55.0	55.0	55.0	55.0

Objective	Strategy	Target	BUDGET Tshs (Mil)	Budget Tshs (Mil)				
				2016/17	2017/18	2018/19	2019/20	2020/21
	production and construction techniques and expertise, throughout the country	collaboration with RALGs annually						
		Affordable housing skills introduced in vocational schools' syllabus by 2019	40.0	-	20.0	20.0		
Objective 3: Ensure research results and technical information on housing issues are made available	i. Establish efficient and effective information delivery mechanism	Five technical report/specifications for researched products published annually	65.0	10.0	12.5	12.5	15.0	15.0
		Update and publish all research results and technical information currently available by 2021	27.5		15.0	12.5		
		Library modernized by June 2017	90.0	15.0	25.0	25.0	25.0	
Objective4: Provision of contracted research, consultancy and construction	i. Enhance consultancy and construction services	Agency consultancy firms registered with relevant registration boards by June 2017	15.0		15.0			
		Five consultancy/construction projects undertaken annually	1,400.0	150.0	200.0	300.0	350.0	400.0

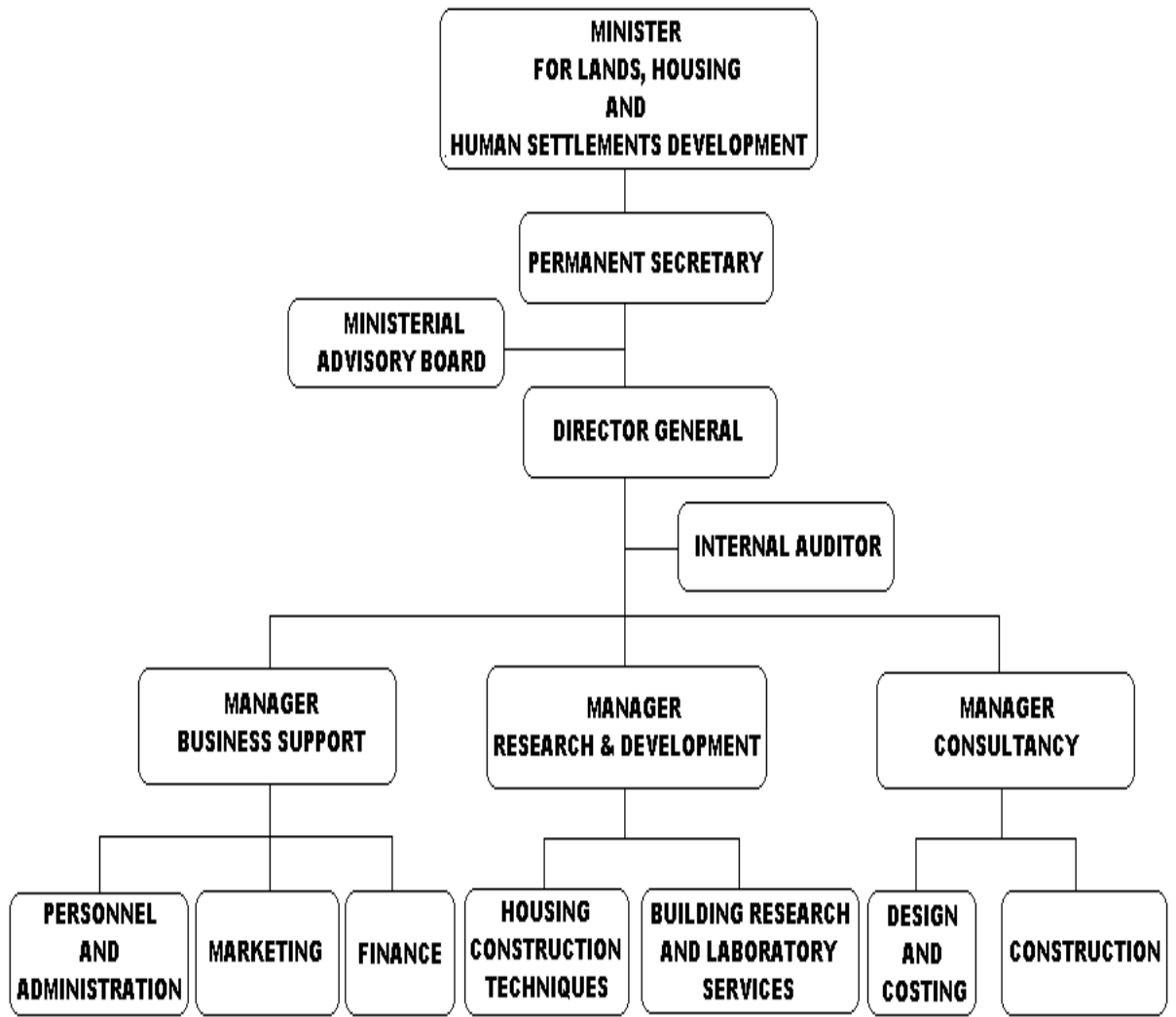
Objective	Strategy	Target	BUDGET Tshs (Mil)	Budget Tshs (Mil)				
				2016/17	2017/18	2018/19	2019/20	2020/21
services enhanced		Update Consultancy policy and operational procedures by June 2017	10.0	10.0				
	ii. Establish investment and resource mobilization projects	Investment and resource mobilization policy prepared by June 2018	20.0	10.0	10.0			
		Two Investment project proposals prepared by June 2019	40.0		20.0	20.0		
		Three resource mobilization project proposals developed annually (from 2019).	15.0			5.0	5.0	5.0
		One resource mobilization project implemented annually (from 2020)	200.0				100.0	100.0
		Partners/funds for implementing investment projects established by 2020	15.0	5.0	5.0	5.0		

Objective	Strategy	Target	BUDGET Tshs (Mil)	Budget Tshs (Mil)				
				2016/17	2017/18	2018/19	2019/20	2020/21
Objective 5: Institutional capacity of the Agency to deliver services enhanced	i. Improve working environment	Staff statutory rights and working tools provided annually	1,900.0	315.0	360.0	375.0	400.0	450.0
		Office, laboratory and staff houses buildings renovated by June 2021	290.0	50.0	70.0	70.0	50.0	50.0
		Scheme of Service approved by September, 2016	5.0	5.0				
	ii. Strengthen management systems and processes	Human Resource Development Policy prepared and implemented by June 2018	20.0	5.0	15.0			
		Gender policy prepared and implemented by June 2021	5.0		5.0			
		Internal financial regulations prepared and implemented by June, 2017	5.0	5.0				
		Internal audit charter prepared and implemented by June, 2017	5.0	5.0				

Objective	Strategy	Target	BUDGET Tshs (Mil)	Budget Tshs (Mil)				
				2016/17	2017/18	2018/19	2019/20	2020/21
		Risk management policies prepared and implemented by June, 2018.	7.5		7.5			
		Audit Committee charter prepared and implemented by June, 2017	10.0	10.0				
		Integrated financial management systems improved by December, 2016	10.0	10.0				
		Framework Document Reviewed by June 2018	10.0	10.0				
		Organization structure reviewed by June 2017	10.0	10.0				
	iii. Establish zonal offices	Two zonal offices established by June 2021	600.0		100.0	150.0	150.0	200.0
Objective 6: HIV/AIDs infections reduced and support services improved	i. Raise staff awareness on HIV/AIDs	One sensitization seminar on HIV/AIDS conducted annually	14.0	2.5	2.5	3.0	3.0	3.0
	ii. Provide support to staff living with HIV/AIDs	100% of staff declared living with HIV/AIDS supported annually	24.0		6.0	6.0	6.0	6.0

Objective	Strategy	Target	BUDGET Tshs (Mil)	Budget Tshs (Mil)				
				2016/17	2017/18	2018/19	2019/20	2020/21
Objective 7: Anti- corruption and good governm ent strategies impleme nted effectivel y	i. Strengthen adherence to Public Service Code of Ethics and Conduct.	All staff trained on Public Service Code of Ethics and Conduct annually	35.0	5.0	6.0	7.0	8.0	9.0
		NHBRA anti- corruption policy prepared and implemented by June 2017	10.0	10.0				
	ii. Awareness and compliance with laws, regulations and guidelines increased	Compliance to laws, regulation and guidelines streamline and attained annually.						
Total			6,811.0	940.5	1,234.0	1,410.5	1,526.5	1,697.5

Organizational Structure



Strategic Plan Matrix

	OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	INDICATORS
1	Research on building materials and technologies enhanced	Strengthen quality control	Two Specifications for researched products prepared annually	MRD	i. % Change in new research findings ii. Change in housing conditions iii. Usage of affordable technologies and techniques iv. Level of customer satisfaction
			Operational procedures for research prepared by June 2017	MRD	
			Building materials research laboratory registered with ERB by June 2017		
			Building materials research laboratory registered with ISO by June 2019	MRD	
			Intellectual property management Office (IPMO) established by June 2017 Laboratory Quality manual prepared by June 2017	MRD	
		Implement research agenda	Data base for availability of local building materials countrywide established by June 2019	MRD	
		Four researches on affordable building materials and technologies conducted Annually	MRD		
2	Promotion of affordable, energy efficient and environmental friendly building materials	Improve knowledge transfer of affordable, energy efficient and environmental friendly building materials and	10 Sensitization seminars and 10 practical training on affordable housing products conducted annually	MC	i. Change in demand for products and services ii. Number of skilled artisans in affordable technologies

	OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	INDICATORS
	and technologies enhanced	technologies	Affordable housing skills introduced in vocational schools' syllabus by 2019	MC	
			Research and knowledge on five (5) affordable building materials and five (5) technologies adapted annually	MBS	
			Five GBBs and Three SSPUs incubated in collaboration with RALGs annually		
		Improve marketing spectrum	Public awareness on affordable building materials and technologies increased by 20% annually	MBS	
			Affordable building materials and technologies sales increased by 20% annually	MBS	
			Marketing strategy implemented by June 2021	MBS	
			One demonstration house constructed in one zone annually	MC	
3	Availability of research results and technical information on housing issues enhanced	Establish efficient and effective information delivery mechanism.	Library modernized by June 2017	MBS	Library Operation Software installed and new books purchased
		Update and publish all research results and technical information currently available	Update and publish all research results and technical information currently available by 2021	MRD	Number of Technical Reports/Specification published by NHBRA annually

	OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	INDICATORS	
		Increase publication of new research results in terms of quantity and quality	Five technical report/specifications for researched products published annually	MRD	Number of Technical Reports/Specification published by NHBRA annually	
4	Provide high quality building research consultancy, investment and construction services	Enhance Consultancy and construction services	Agency consultancy firms Registered with relevant registration boards by June 2017	MC	i. % change in consultancy/construction projects undertaken	
			Five consultancy/construction projects undertaken annually		ii. % change in revenue generated from consultancy/construction .	
			Update Consultancy policy and operational procedures by June 2017		iii. Improvement in Consultancy and construction skills.	
		Establish investment projects under PPP initiative	Investment and resource mobilization policy prepared by June 2018		MBS	i. Number of Investment projects undertaken
			One resource mobilization project implemented annually (from 2020)			ii. Resource mobilization projects undertaken
			Two Investment project proposals prepared by June 2019			iii. % change in revenue generated

	OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	INDICATORS
			Three resource mobilization project proposals developed annually (from 2019).		from investment undertakings
			Partners/funds for implementing investment projects established by 2020		
5	Capacity of the Agency to deliver services improved	Improve human resource management	Human Resource Development Plan prepared and implemented by June 2021	MBS	i. Level of customer satisfaction ii. Change in Revenue iii. Level of Agency Productivity
			Human resource management manual prepared by June 2018	MBS	
			Gender internal policy prepared and implemented June 2021	MBS	
		Improve working environment	All Office, laboratory and staff houses buildings renovated by June 2021	MBS	
			Staff statutory rights and working tools provided annually	MBS	
			Five regional offices established by June, 2021	MBS	
			Library modernized by 2020	MBS	
		Improve financial management	Investment plan prepared and implemented by 2021	MBS	
			Financial control mechanism established and implemented by 2012	MBS	
		Strengthen consultancy and construction services	Agency Consultancy firms registered with relevant registration boards by 2017	MC	
Five consultancy projects undertaken annually	MC				

	OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	INDICATORS
			Consultancy and construction policy and operational procedures reviewed by Sept 2016	MC	
		Strengthen management systems and processes	Framework Document Reviewed by June 2017	MBS	
			Organization structure reviewed by June 2017	MBS	
			Clients Service Charter reviewed and implemented by June 2017	MBS	
			All Business processes improved by June 2017	MBS	
			Agency Projects and Programs Monitored and Evaluated	MBS	
6	HIV/AIDs infections reduced and support services improved	Raise staff awareness on HIV/AIDs	One sensitization seminar on HIV and AIDS conducted annually	MBS	i. % change in staff voluntary testing for HIV
		Provide support to staff living with HIV and AIDs	100% of staff declared living with HIV/AIDS supported annually	MBS	ii. % change in new infections iii. Satisfaction Level of supported staff
7	Anticorruption strategy enhanced, sustained and implemented effectively	Strengthen implementation of Public service code of conduct	All agency staff trained on Public Service Ethics annually	MBS	% Change in corruption reported cases
			Anticorruption internal policy prepared and implemented by June 2017	MBS	