

Appendix 1



WATUMISHI HOUSING COMPANY

**STRATEGIC PLAN
FOR 2021/22 – 2025/26**

DAR ES SALAAM – NOVEMBER, 2020

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MESSAGE FROM THE CHAIRMAN OF THE BOARD

The Board of Directors on behalf of management and staff is pleased to present the second WHC-REIT Strategic Plan for the period of July 2021/2022 to June 2025/2026. The second plan, just like the previous one, is in line with both national and international objectives as enumerated in the National Human Settlements Development Policy (2000), Development Vision 2025, the CCM Election Manifesto of 2020, and the Sustainable Development Goals: 2030 (SDGs) as well as the needs of our clients and the commitment of WHC staff to strive to deliver high quality products and services over the next five years.

This strategic plan, just like the first one, sets out an ambitious goal to build 10,000 housing units and serviced plots within five years. WHC is also desirous to seek and extend the company's reputation nationally and internationally through meeting its ever-increasing expectations and ensuring alignment of our strategies with the 5th phase Government.

Given the constantly changing landscape, the plan will be continually revised as we look to grasp the opportunities that may arise, and to position the company as a beacon of excellence and innovation. We value our long associations with stakeholders and plan further innovative collaborations with local and international developers.

The company is cognizant of the current challenges in acquiring a house or a service plot in a climate of severe financial and budgetary constraint. WHC's Housing Scheme which assures easier methods for clients to purchase a house or serviced plot, may in future influence the Government to consider initiatives at further reducing mortgage rates which constrain their purchasing power.

I would like to thank the staff of WHC for their contribution to the development of this Strategic Plan and for their dedication and commitment to providing the highest possible standard of service to our clients. Their continued participation in quality improvement products and willingness to work tireless to ensure the success of this Strategic Plan as well ensuring that the ethos and core values of WHC will live on forever is highly appreciated.

Hosea Kashimba

CHAIRMAN OF THE BOARD.

CHIEF EXECUTIVE'S STATEMENT

Watumishi Housing Company (WHC) has developed its second Medium Term Strategic Plan for the period July 2021/2022 to June 2025/2026. Just like the previous plan, WHC's primary objective is to enable employees and members of pension funds to own affordable houses and serviced plots which are aspirations enshrined in both national and international objectives as enumerated in the National Human Settlements Development Policy (2000), Development Vision 2025, and the Sustainable Development Goals:2030 (SDGs).

The development of this Plan is also consistent with aspirations of the Fifth Phase Government led by His Excellency Dr. John Pombe Magufuli and described in both the CCM Election Manifesto of 2020 and the President's speech while launching the new Parliament in November 2020. The current Five Year Development Plan 2016 - 2021: Nurturing Industrialization for Economic Transformation and Human Development, also influenced this plan. Besides those developments, the Ministry of Finance and Planning in the Budget Guidelines for financial year 2021/2022 continued to direct all Public Institutions to review their Strategic Plans to include aspirations of the Government.

The development of this document was participative and involved both internal and external Stakeholders. Internally WHC's Management transformed itself into a Strategic Planning Team and through a series of planning sessions developed the document. External Stakeholders were also involved in discussing and commenting on the draft. The document finally obtained the approval of the Board of Directors.

The Five Year Strategic Plan briefly states: the rationale for the Government establishing Watumishi Housing Company (WHC); where the Company is now; why is it there; where it wants to be in the future, and how it will measure, if what was planned is achieved. The Strategic Plan is therefore a document which gives strategic directions on how WHC will achieve its mandate in the next five years. The document will be the reference for WHC's Annual Plans and Budgets and objectives and targets in the document will be cascaded to all levels across the organization through the preferred Open Performance Review and Appraisal System (OPRAS).

I therefore call upon all Stakeholders both external and internal to support WHC to achieve objects and targets enumerated in this document.

Dr. Fred Msemwa
CHIEF EXECUTIVE OFFICER.

EXECUTIVE SUMMARY

The Management Team of WHC which constituted itself into the Strategic Planning Team of the Company, sitting through an interactive Strategic Planning Workshop, diagnosed WHC's operations bringing out the key issues that will impact on the service delivery of the company during the next five years. WHC is desirous to operate as a Fund Manager and Real Estate developer with the aim of constructing and selling 10,000 units of affordable houses and serviced plots to employees and members of Social Security Funds.

The team sitting in a series of strategic planning sessions went through:

- The background of WHC;
- Its mandated roles and functions;
- Reviewed performance of the previous Strategic Plan;
- Analysed the recent initiatives: achievements and challenges there-of;
- Conducted a Stakeholders' analysis;
- Conducted an Organizational scan, and
- Trends Analysis.

The analysis came out with the following critical issues:

- i. *How to meet the tall order of constructing 10,000 housing units and serviced plots in the next five years, while the process of land acquisition is costly and cumbersome. How can Local Government Authorities be empowered to identify parcels of land for national land bank and partner with WHC in order to accelerate the real estate and housing development promotion as targeted in Vision 2025.*
- ii. *How will WHC provide affordable, quality, and acceptable houses to the majority of employees contributing to Social Security Funds (SSFs) (62.37%) who currently earn less than Tshs. 500,000 per month, while they have other deductions? Compounding the problem: land acquisition requires compensation and provision of utilities and road infrastructure is expensive. What measures will both the government and WHC institute to improve affordability and ease of home ownership and wealth creation for employees and members of Pension Funds?*
- iii. *The main source of fund for the construction of affordable housing units is REIT unit holders who expect good returns on their investment. The catch is how WHC will develop the financing plan to balance the two conflicting objectives, that is, affordable houses on one side and good returns to REIT unit holders on the other side.*
- iv. *The provision of both affordable housing units and serviced plots is a capital intensive venture. How can WHC source enough financial resources given limited funding from REIT investors?*

- v. *Interventions aimed at the provision of affordable, quality and acceptable houses is not a new phenomenon in the world, it has been practiced elsewhere with varying degrees of success. How can WHC learn from international best practices for benchmarking purposes in a cost effective way?*
- vi. *Currently, the market mortgage rates are as high as 15%. The target is to convince more banks to page mortgage rates to be within Tanzania Mortgage Refinancing Company (TMRC) lending rates plus 1% margin for the houses to be affordable. How can WHC develop and implement an influencing strategy to convince more banks to offer more preferential mortgage rates to employees contributing to SSFs.*
- vii. *Technology can enable WHC to perform better and do more. What sort of measures can WHC initiate to apply technology construction of affordable homes and conducting other core processes such as: financial management; marketing; branding and customer service in an efficient and effective manner?*
- viii. *Provision of affordable housing units should be complimented with customer interests and tastes. How can WHC develop a strategy to take customer preferences in the housing schemes?*
- ix. *WHC and the REIT arrangements are new to the country and need the support of a lot of stakeholders. How can WHC design and implement a cost effective Information Education and Communication (IEC) strategy?*
- x. *Corruption practices in Tanzania are prevalent and WHC will not operate as an island. How will WHC design and implement an anti-bribery strategy which will ensure zero tolerance on corruption practices?*
- xi. *How can WHC continue to attract and retain competent staff in the competitive labour market to match with the level of its operations?*
- xii. *As WHC gets known and its business expands, how will it align itself in terms of a proper structure to meet customers' expectations?*

In order to address the above issues, the planning team developed WHC's key statements and values as follows:

1.1. Core Values

WHC's staff shall be guided and commit themselves to the core values with the acronym "TICIP" which reads as follows:

T	<i>Transparency</i>	<i>We endeavour to openly and with integrity: convey correct; timely, and complete information about our services and products</i>
T	<i>Teamwork</i>	<i>We will always be committed to work together to achieve our Company's goals</i>
I	<i>Integrity</i>	<i>We will always strive to be: honest; with strong moral principles, trustworthy and kind in dealing with our customers.</i>
C	<i>Customer focus</i>	<i>We will always strive to put our customers' needs first and build strong customer relations.</i>
I	<i>Innovativeness</i>	<i>We will always develop new methods and ideas that will bring positive changes in the organization</i>
P	<i>Professionalism</i>	<i>We will always adhere to ethics and uphold quality and standards in performing our duties</i>

1.2. Vision Statement

"Wealth Creation and Ownership of Affordable Homes for All"

1.3. Mission Statement

"To enable employees to create wealth and own affordable quality homes through sound property development and fund management principles."

1.4. Motto

Nyumba ni Uchumi

The Strategic Plan developed by the team endeavours to deal with the critical issues and improve on service delivery and address all areas included in the mandated roles and functions of WHC. The Objectives which we have identified to be addressed over the next five years include: -

- A. *10,000 units of affordable houses constructed and serviced plots developed and sold by June 2026.*
- B. *Adequate resources for construction of affordable houses, serviced plots and wealth creation mobilized;*
- C. *REIT and CIS Investors' returns maximised;*
- D. *WHC's functions efficiently and effectively managed*
- E. *Intervention addressing crosscutting issues enhanced.*

Based on these Objectives, Strategies have been identified with corresponding Targets, Activities and Outcome Indicators over the 5-year time frame (2021 - 2026).

After developing the hierarchy of objectives, the Team identified certain quick wins, which include those areas where speedy results can be achieved. A force field analysis was also included in the Strategic Plan to indicate what are the main factors, which would need to be addressed or promoted in order to successfully implement the Medium Term Strategic Plan.

The process of developing the: Objectives; Strategies; Targets; Activities, and Outcome Indicators involved interactive transparent discussions amongst all Strategic Plan Team members in order to create a common understanding and buy-in of both the Strategic Plan Process and its eventual output. Further, the hierarchical of objectives have been discussed at a sitting with a sample of key stakeholders and inputs taken on board before the Plan document was approved by the Board.

A structured Strategic Plan that is owned by WHC will ensure that the overriding objectives of the Company are spelt out clearly and the necessary accountability is created to achieve the twin goals of providing affordable houses and the serviced plots to employees, and maximizing the returns of the Unit Holders. The target and activities contained in the document will form the basis of WHC's annual plans and budgets. As part of the Open Performance Review and Appraisal System that will follow the Strategic Plan Process, the hierarchy of objectives and outcome indicators as enshrined in this Strategic Plan Document will be cascaded down to the individual employee level to ensure their achievement within the specified time period.

CHAPTER I

INTRODUCTION

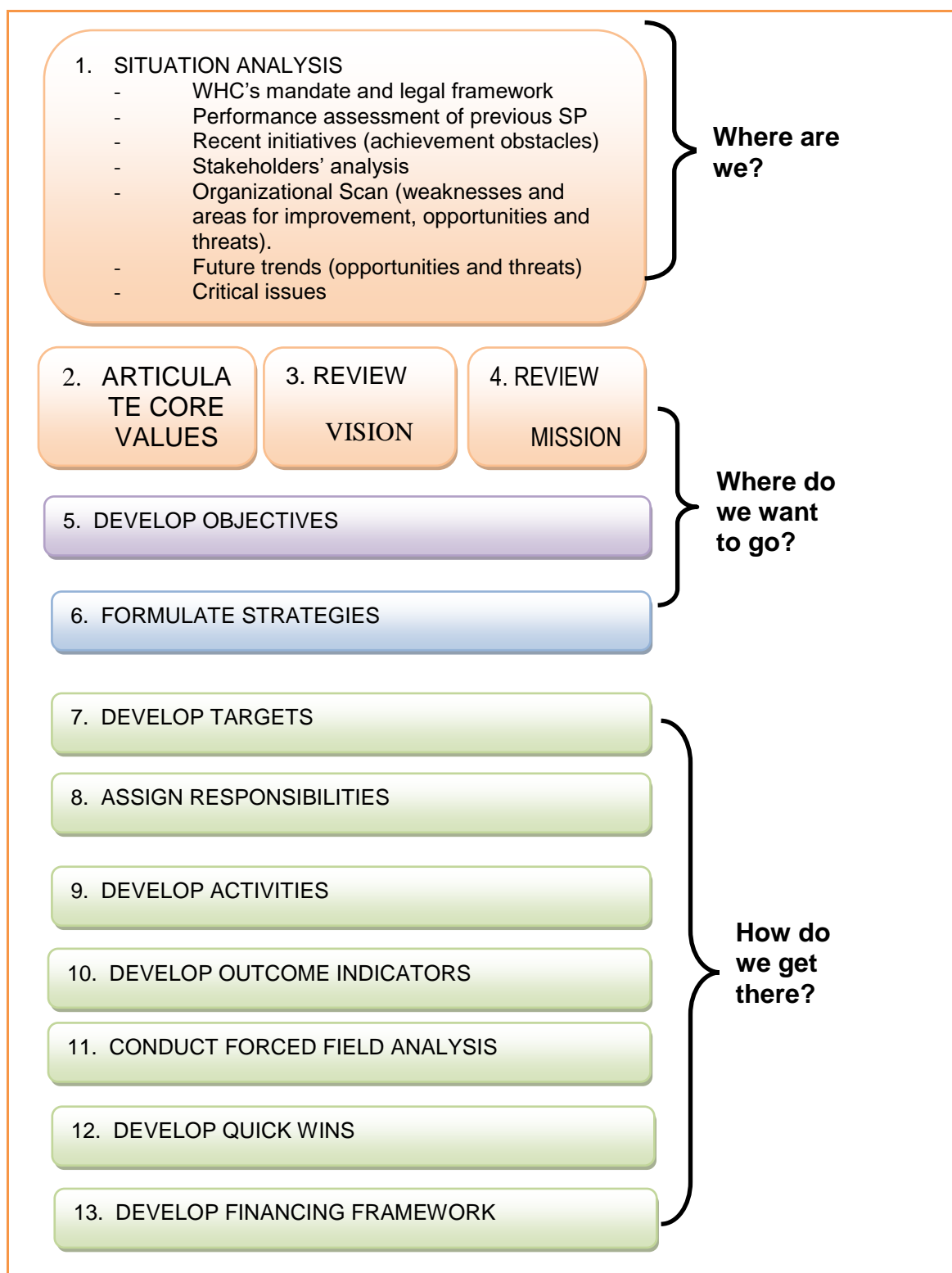
1.1 Background

WHC's Management Team which constituted itself into the strategic planning team, sitting through a series of strategic planning sessions and facilitated by an independent consultant, Mr. Charles M. Citinka, developed the current strategic plan for the period 2021/22 to 2025/26. The draft was then discussed at a Stakeholders' meeting and finally the document obtained the approval of the Board of Directors.

1.2 The Planning Process

The development of the five-year Medium Term Strategic Plan involved 13 planning steps as follows:

Figure 1: Steps in reviewing the Strategic Plan



The approach used for each of these steps is described in more detail below. The results of each step are presented in Chapters II, III, IV, V and VI and three appendices (SP Framework, M&E Framework and Financing Framework).

1.2.1 Assessment of performance of the previous plan

First and foremost, the Strategic Planning Team conducted an assessment of performance of the previous Strategic Plan (2017-2022). The assessment exercise observed: key achievements made; challenges faced and lessons learnt.

1.2.2 Recent Initiatives: Achievements and Obstacles

Then an analysis of WHC's background, roles and mandates was conducted. The strategic planning team dwelt on recent initiatives: achievements and obstacles. It was observed that during the implementation of the first SP, WHC initiated a number of measures aimed at enabling customers to own affordable housing units and serviced plots, and at the same time improving its service delivery. While WHC takes pride in a few achievements, it is appreciated that the Housing Scheme faces some challenges towards its road to excellence and quality service delivery.

1.2.2 Stakeholders' analysis

A stakeholders' analysis using the mind-works box was conducted. The Strategic Planning Team addressed the question as to WHO needs WHAT from WHC. The impact of not meeting clients' expectations was also analyzed. The stakeholders were categorized into 12 main groups. The analysis enabled WHC's management to tailor its service delivery to meet customer expectations and tastes.

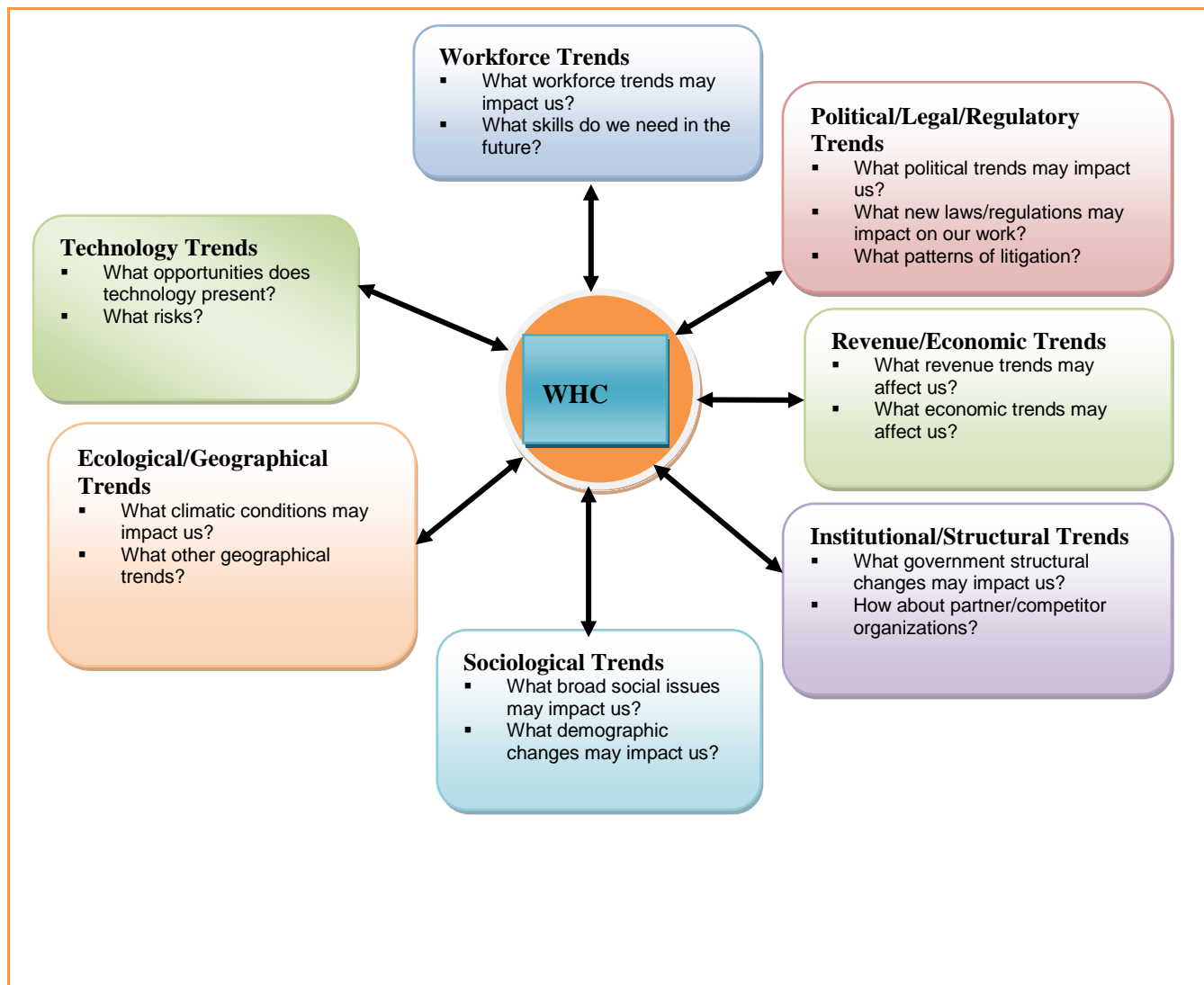
1.2.3 Internal Organizational scan

An internal organization scan using five criteria (leadership, people management, core processes, customer focus, and results orientation) was conducted. Using the five criteria the team unveiled WHC's internal strengths and areas of improvement.

1.2.4 External Trend Analysis

The team noted that WHC is working in a globalized world, which is constantly changing. It is, therefore, important to determine what trends may affect its operations and take them into account during the planning process. The figure below illustrates some of the trends which were considered during the planning exercise.

Figure 2: External Trends Analysis



1.2.4 Critical Issues

The situation analysis was concluded by identifying a set of critical issues, which will require WHC's attention during the medium-term period between July, 2021 to June, 2023.

1.3 Developing the Vision and Mission statements, Core Values, Strategic Objectives, Strategies, Targets and Outcome Indicators

From the results of the situation analysis the Strategic Plan for 2021/22 to 2025/26 contains the following outputs:

- Core Values

Values are the guiding principles that all members and employees of WHC will commit themselves to follow towards the attainment of the shared and agreed vision.

- Vision

The vision represents an idealized view of a desirable but potentially achievable future state of WHC. The vision would set in motion the process for becoming a service oriented and high performing organization enabling employees to acquire affordable housing units and serviced plots.

- Mission

The mission statement states what services and benefits WHC offers to her clients based on reasons for her existence. It also identifies the scope of her operations/services; and when her customers need them.

- Motto

The Motto statement describes either what an organization is or what it does. Motto statements are used by organizations to promote Public understanding.

- Strategic Objectives (SOs)

Strategic Objectives are tangible, measurable and time-bound outputs (goals or services) to be produced by WHC so as to deliver the company's Mission and Vision. SOs are specific and time bound for the five-year period and include both new and ongoing services.

- Strategies

Strategies are approaches for achieving the Company's desired strategic objectives.

- Targets

Specific outputs, which measure critical, service delivery parameters within the defined timeframe to enable WHC, achieve the overall strategic objective. They are also divided into Service Delivery Targets, Capacity Building Targets and Investment Targets

- Outcome Indicators

These are the means used to measure the performance of the Company and also to ensure that it is meeting the set of defined objectives and targets. The outcome indicators are shown in Appendix 2

1.4 Contents of this plan

The remaining part of this document is divided into the following Chapters:

- (a) Chapter II begins with a short organizational history. Then it gives details of findings from the situation analysis including results from: assessment of the previous plan; WHC's stakeholders' analysis; strengths and weaknesses identified during the organizational scan; opportunities and threats considered during the trend analysis, and critical issues to be addressed during the planning period.
- (b) Chapter III presents the heart of the Strategic Plan which describes: the key organizations statements (Core values, Mission statement, Vision Statement and Motto); the Strategic Objectives; Implementation Strategies; Targets (deliverables); and Outcome Indicators.
- (c) Chapter IV describes the critical key factors which may positively or negatively impact on the performance of an organization. Bridges need to be sustained while barriers call for the organization to develop a strong risk strategy to minimize their negative impact.
- (d) Chapter V points out the key-capacity building initiatives (Quick Wins), which can enable the company to fast track its service delivery
- (e) Chapter VI describes the financial requirements for implementation of the developed plan.
- (f) Finally, three appendices, the Strategic Plan Matrix and the Results Frame Matrix and the Financing Framework illustrate the salient features of the Plan.

CHAPTER II

SITUATION ANALYSIS

2.1 Introduction

This chapter begins with enumeration of the legal framework and a short organizational history. Then it gives details of findings from the situation analysis including results from: assessment of the previous plan; WHC's stakeholders' analysis; strengths and weaknesses identified during the organizational scan; opportunities and threats considered during the trend analysis, and critical issues to be addressed during the planning period.

2.2 Legal Framework

Watumishi Housing Company, (WHC) is a company established under the Companies Act (Cap 212) of 2002. The primary objective of WHC is to implement the directive of His Excellency the President of the United Republic of Tanzania to construct affordable houses to be sold to public servants and members of pension funds. The Presidential directive is in line with the objectives of the Housing Policy (2005) contained in the Tanzania Development Vision 2025.

WHC will operate as a fund manager of a public servants housing scheme under a Real Estate Investment Trust (REIT). In this regard, REIT operations will be in accordance with the Capital Markets and Securities Authority (CMSA) Act, the Capital Markets and Securities (Collective Investment Schemes) (Real Estate Investment Trusts) Rules, 2011 and Banking and Financial Institutions Act, 2006.

Due to its responsibilities that include fund management, property development and management, WHC is also governed by other policies and legislation, which include the National Social Security Policy 2003, Housing Policy 2005, Land Policy 1995 and other cross-cutting policies.

2.3 Functions of WHC

Watumishi Housing Company Ltd (WHC) as a real estate developer and fund management company, its functions are:

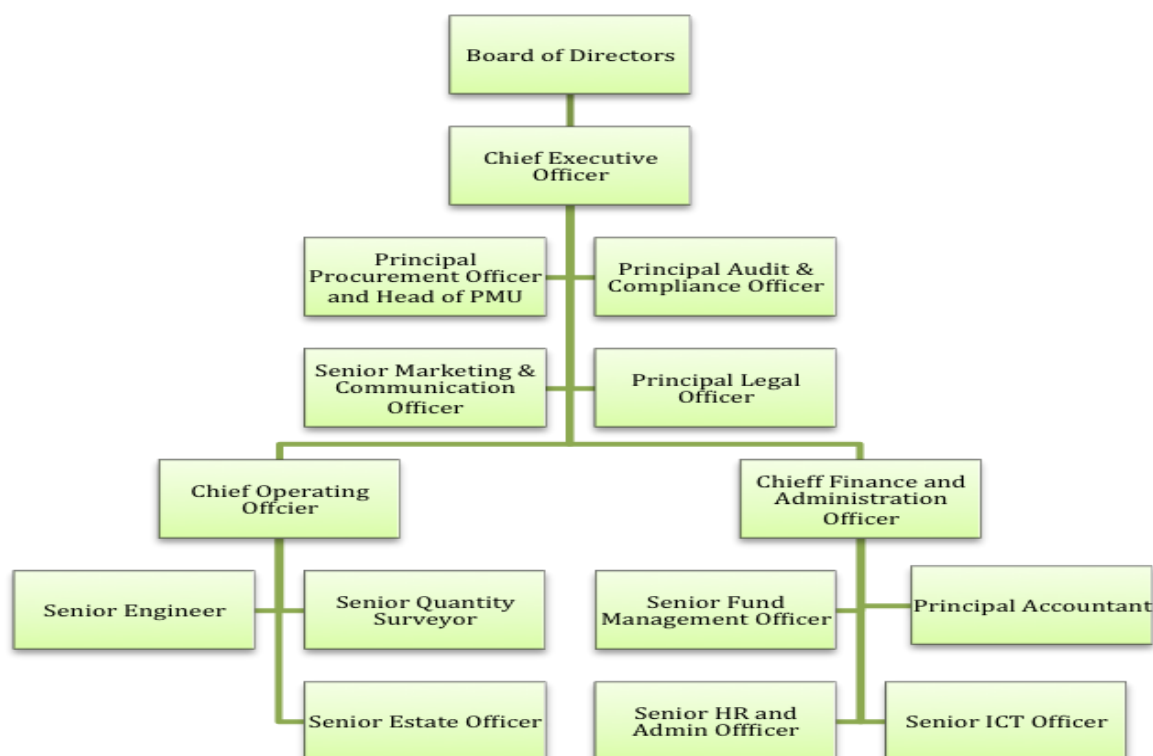
- i. To implement the Public Servants Housing Scheme (PSHS);
- ii. To carry out the business of fund management, operate the Real Estate Investment Trusts (REITs);
- iii. To construct new buildings, rehabilitation or improve buildings for rental or other purposes;
- iv. To carry out the business of property management, and
- v. To enter into Joint Venture agreements or an amalgamation with any company, firm or person carrying on business that falls within the line of the company's objectives.

2.4 Governance and Organization Structure

WHC is governed by the Board of Directors which comprises of CEOs of all Social Security Funds (SSFs) which include (PSSSF- Public Service Social Security Fund, National Social Security Fund- NSSF, National Health Insurance Fund (NHIF) and National Housing Corporation (NHC). The Government of the

United Republic of Tanzania is represented in the Board through co-opted members from the Ministry of Lands, Housing and Human Settlements and the President's Office-Public Service Management (PO-PSM).

The day to day activities of WHC are managed by the Chief Executive Officer (CEO) who is assisted by the Chief Operating Officer (COO) and the Chief Finance and Administration Officer (CFO). WHC will maintain a lean but dynamic workforce in line with the objectives of the company.



2.5 Funding

Funding of the Public Servants Housing Scheme are financed by all Social Security Institutions (namely: PSSSF-Public Service Social Security Fund, National Social Security Fund- NSSF, National Health Insurance Fund (NHIF) and National Housing Corporation (NHC). Funding is done through Real Estate Investment Trust (REIT) arrangements. Other finances come from other investment activities that are conducted by WHC. Funding for the past five years is indicated below.

Table 1: Funding Trend

Item	2013-16	2016/17	2017/18	2018/19	2019/20	Total
	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000
Share Capital Fund	1,647,324	102,676	-	-	-	1,750,000
WHC-REIT Fund	30,049,728	13,432,459	14,414,848	-	-	57,897,035
Sale of Houses	-	-	6,932,992	1,382,058	3,286,098	11,601,148
Rental Income	-	-	17,200	96,527	312,966	426,693
Short Term Investments	1,112,315	507,278	791,912	881,857	1,083,817	4,377,179
Construction Services	-	1,914,094	1,984,017	1,836,104	512,375	6,246,590
Others	38,470	1,450	1,202	8,661	2,060	51,843
Total	32,847,837	15,957,957	24,142,171	4,205,207	5,197,316	82,350,488

2.6 ASSESSMENT OF THE PREVIOUS STRATEGIC PLAN 2017 – 2022

Assessment of the implementation of the five-year strategic plan 2017-2022 shows that WHC was able to achieve about 75% of its planned targets. The unimplemented targets were 25%. WHC performance during the previous plan is summarized in the table below:

Table 2: Assessment of the previous Strategic Plan

SNo	Objectives	No. of Targets	Assessment		
			Fully Achieved	Partially achieved	Not achieved
A	Employees enabled to acquire 10,000 units of affordable houses and 1000 serviced plots by June 2022	13	4	2	7
B	Adequate resources for construction of quality and affordable houses and wealth creation mobilized	12	6	1	5
C	REIT and CIS Investors' returns maximised	4	2	1	1
D	WHC's functions efficiently and effectively managed	17	13	4	0
E	Public knowledge and understanding of WHC's functions enhanced	3	2	1	0
F	Intervention against HIV/AIDS, anti-corruption practices and other cross-cutting issues enhanced.	3	1	2	0
	TOTAL	52 (100%)	28 (54%)	11 (21%)	13 (25%)

2.6.1 KEY ACHIEVEMENTS OF THE PREVIOUS STRATEGIC PLAN 2017 – 2022

- i. WHC was able to create value for money of funds invested in its investment activities. Fund received was TZS 57.9 billion, which enabled the Company to construct 897 housing units and acquire land measuring 1.3 million square metres which can be used to construct over 15,000 housing units.
- ii. Unit holders Net Asset Value per Unit has increased from TZS 250 at the time of inception to TZS 325 (30%) by June 2020.
- iii. WHC has enabled Public Servants and members of Pension Funds (640) to purchase quality houses at comparatively lower costs. Also 198 housing units have been rented to public servants and general public. Without WHC intervention, those public servants and members of Pension Funds wouldn't have been proud owners of quality homes.
- iv. WHC has created 17 permanent jobs, 8 temporary jobs and several casual labourers in the projects sites.
- v. WHC has generated profits consecutively for three years and distributed dividends to its Unit Holders and Government.
- vi. WHC has facilitated some Government Institutions (TEA, Tanzania Police Force, eGA) to construct housing units at affordable costs in hard to reach areas and office accommodation.
- vii. WHC operations have complied with the prescribed principles of: value for money; fit for purpose, and legal compliance in its operations. For the past five years consecutively the Company has received clean Audited Reports.
- viii. WHC has strengthened its capacity through establishment of Construction and Consulting Units. This has enabled construction of housing units through Force Account which has reduced construction and consulting costs by 30% compared to outsourced works.

2.6.2 CHALLENGES FACED BY WHC IN IMPLEMENTING SP 2017-2022

Much as WHC prides itself in achieving some important targets of the previous plan, it faced a number of challenges including the following:

- i. Most of land acquired in apparently prime locations, currently seem not to be so due to developments in the Real Estate market caused by some policy shifts in the Government. Then locations like Lindi and Mtwara had great potential in Oil and Gas exploration and exploitation.
- ii. Funding from the Investors adversely affected by reforms in the Social Security Sector (merging of the Social Security Funds) and change of investment priorities of Social Security Funds from Estate Development to Industrial Development. Consequently, WHC funding level for five years was reduced from TZS 365 billion to TZS 57 billion (84% reduction).

- iii. Acquisition of most land was made on the assumption that Local and Utilities Authorities would develop the necessary infrastructure such as roads, water and electricity as provided in the Project Concept Paper, which didn't happen.
- iv. Some of the key assumptions in the Concept Paper: such as attractive changes in fiscal policies to promote housing affordability (e.g. VAT exemption on new houses, tax allowance on mortgage repayment), have taken longer than expected.
- v. Lack of clear policy guidelines on the construction of low cost and affordable housing has impacted WHC's achievement of some of its targets.
- vi. WHC houses which were targeted to be sold ended up being rented, hence impacting WHC's investment capacity to construct more housing units.
- vii. Attracting new investors in the REIT Fund has been problematic. Efforts to lure some new institutional investors are yet to bear fruits.
- viii. Prohibitive acquisition cost of a Fund Administration System has affected implementation and establishment of Collective Investment Schemes (CIS).
- ix. Inadequate technical capacity (both at WHC and the relevant Ministry) to timely process both Land and Unit Titles.
- x. Developments in the Real Estate market has forced many investors to conduct in-house property management rather than outsourcing such services which has impacted WHC capacity to conduct property management functions.
- xi. Inadequate organisation structure to enable WHC's to perform its mandated functions efficiently and effectively.

2.6.3 KEY LESSONS LEARNT BY WHC IN IMPLEMENTING SP 2017-2022

- i. Need to develop objectives/targets based on adequate information.
- ii. The SP is not a blueprint, it is a living document. So we should build internal mechanism of constantly monitoring and reviewing its performance.
- iii. The SP should be mainstreamed across the organization. So each and everybody in the Organization should know that document. It should be internalised across the organization.
- iv. Aligning the organization's objectives/targets with the organization structure.

2.7 Recent Initiatives, Achievements and Challenges

During the Strategic Planning exercise some of the recent initiatives taken by WHC's management aimed at fulfilling the Company's mandate were analyzed. A summary of the analysis is presented below:

Table. 3: Summary of Achievements and Challenges

S/n	Initiative	Achievements	Challenges
1	Recruitment of technical staff	Senior Estate Officer and Land Surveyor recruited.	Further recruitment of key staff which include: Service Engineer, Planning and Investment Personnel, HRO, Architects
2	Change of Terms of Employment from specified to unspecified periods	WHC staff enabled to obtain permanent and pensionable employment.	Attractive remuneration packages to retain WHC staff.
3	Acquisition of office space	The Government has agreed to allocate office space for WHC from its vacant buildings in Dar es Salaam.	To be allocated accessible office space which doesn't require huge renovation costs.
4	Acquisition of land from Government Institutions	WHC purchased a total of 59 plots (60,000 square meters) from PSSSF at Kiseke Area at Ilemela Municipal Council in Mwanza and 8,000 square meters at Medeli in Dodoma purchased from Dodoma City Council.	Continue negotiations with Permanent Secretary Treasury to facilitate acquisition of Land from Government Institutions. Pursue further negotiations with Dodoma City Council to acquire more land in the designated Capital City
5	Establishment of Collective Investment Scheme (CIS)	Faida Fund registered	Prohibitive Costs of Acquisition/Development of Fund Administration Software
6	Development of Real Estate Information System (REMIS)	Real Estate Information System operational	Development of further modules to strengthen the system.
7	Public awareness creation	<ul style="list-style-type: none"> • Inside capacity to produce advertisement and TV programmes and social media management created. • Online WHC TV Channel established • Customer care lines and desks operations established. • Traditional and new media advertisement ongoing. 	<p>Establishment of toll free lines.</p> <p>IEC Programmes are expensive to operate.</p>
8	Introduction of new	Progressive and balloon	Developing measures to

S/n	Initiative	Achievements	Challenges
	payment modes to enable house purchase.	payment in place.	curb default.
9	Registration of WHC Consulting Unit	Consulting Unit registered with AQRB	<ul style="list-style-type: none"> • Need to register with ERB. • Enhancing WHC Consulting Unit capacity.
10	Strengthening in-house capacity to conduct core functions.	Survey and other office equipment obtained from the World Bank.	<ul style="list-style-type: none"> • Cost of sustaining the acquired software • Continued efforts to attract Local Authorities to hire survey equipment.

2.7 Stakeholders' Analysis

During the Strategic Planning exercise, a stakeholders' analysis was also conducted. In the analysis, the questions as to who are WHCs' main stakeholders, what they need from WHC and what are the implications of not meeting those demands were addressed. A summary of the analysis is presented below:

Table.4 Stakeholders' Analysis

S/n	Stakeholder	What do they Expect from WHC	What is the impact if not meeting their expectations
1	REIT Unit holders	<ul style="list-style-type: none"> • Delivery of affordable housing units and serviced plots. • Good returns on their investments. • An efficient and effective WHC. 	Unit holders may withdraw their investment and WHC may fail to attract other investors.
2	The Government	<ul style="list-style-type: none"> • Delivery of quality and affordable housing units and serviced plots for customers as part of implementation of the Housing and Human Settlement objectives of the Vision 2025 and the CCM Election Manifesto 2020. • Good governance practices. 	Withdraw of government support.
3	Public Servants and members of Pension Funds	<ul style="list-style-type: none"> • Availability of quality and affordable houses and serviced plots. • Good customer care practices. 	Unaffordable WHC houses for purchase/renting by targeted stakeholders.
4	Local Government	<ul style="list-style-type: none"> • Adequate and timely 	<ul style="list-style-type: none"> • Withdraw of LGA

S/n	Stakeholder	What do they Expect from WHC	What is the impact if not meeting their expectations
	Authorities	compensation to land owners. <ul style="list-style-type: none"> • Availability of quality and affordable houses for LGA staff. • Investments in other public services infrastructure, e.g. office blocks, shopping centers and recreational facilities. 	support to the scheme. <ul style="list-style-type: none"> • Targeted stakeholders may be reluctant to buy houses lacking public service amenities.
5	Organizations conducting similar schemes	<ul style="list-style-type: none"> • Clarity on the concept of affordable houses. • Effective collaborative arrangements with them. 	<ul style="list-style-type: none"> • The concept of an affordable housing scheme will be misperceived. • Lack of support from organizations such as NHC, Suma JKT and TBA.
6	Regulatory Authorities (CMSA, AQRB, CRB, ERB, PPRA, BRELA)	<ul style="list-style-type: none"> • Proper compliance to regulations in WHC operations. • WHC ability to balance interests of all parties involved. 	<ul style="list-style-type: none"> • Withdraw of registration and other regulatory actions. • Tarnished image of WHC.
7	Banks	Opportunity to expand mortgage business with an efficient company.	Lack of mortgage facilities to WHC customers.
8	WHC Employees	Competitive remuneration package, exposure and good working environment.	Inability to attract and retain competent staff.
9	Mass media	Access to the right information on the public servant housing scheme.	<ul style="list-style-type: none"> • Disseminate wrong information to the public. • Lack of public awareness of the Scheme.
10	Service Providers	<ul style="list-style-type: none"> • Transparency and fairness in the company's operations. • Compliance to terms and conditions of provision of goods and services. • Good customer care practices. 	Reluctance to provide required services
11	Trade Unions	<ul style="list-style-type: none"> • Transparency in the access of the Scheme's houses • Clarity in the concept of 	Lack of support from trade unions

S/n	Stakeholder	What do they Expect from WHC	What is the impact if not meeting their expectations
		affordable houses. <ul style="list-style-type: none"> To be involved in the scheme's implementation process. 	
12	General Public	<ul style="list-style-type: none"> Clarity on the concept of affordable houses. Awareness of the Housing scheme. Proper expenditure of public resources 	Tarnished image of the scheme and lack of public awareness and support to the housing scheme.

2.8 Organization Scan

In the planning process an organization scan was also conducted. The analysis was carried out at two levels, the internal and external environment. While the former is the environment which the organization has a reasonable degree of influence, in the latter there is no reasonable degree of influence. The internal scan aimed at identifying areas of strength and areas of improvement, while the external scan aimed at identifying opportunities and risks/challenges.

2.8.1 Internal Scan (Strengths and areas for improvement)

For scanning the internal environment an assessment of five criteria important for running any organization was conducted. The criteria chosen were: Leadership; People Management; Core Processes; Customer Focus, and Results Orientation. The assessment aimed at identifying where WHC is relatively strong and areas which would require changes and improvements in the future. A summary of the analysis using the five criteria is presented below:

Criterion 1: **Leadership:**

Leadership refers to how leaders set future direction of the organization and engage people in continuous improvement as well as change

Strengths:

- The company has a functioning Board of Directors, Board Committees and top management posts filled with competent people.
- Leadership clarifies WHC's vision and mission and support the Company's operations to align with the same.
- Management with support of the Board has initiated a number of measures aimed at service improvement including reviewing and developing another Five Year Strategic Plan: 2020/21-2025/26.

Areas for Improvement:

- Need for management to be continually exposed on real estate investment and mortgage financing practices;
- Need for the Board and its Committees and management to be exposed on REIT operations, which is a new concept in Tanzania;

- Need to review the organization structure through creation of departments and units which will align with WHC core functions.

Criterion 2: Customer focus:

Customer focus is what WHC is achieving in relation to its external customers.

Strengths:

- The Company's customers are clearly identified in the Medium Term Strategic Plan: July 2021 to June 2026.
- The company has initiated mechanisms to collect feedback on its service delivery from customers.
- The Company has established collaborative arrangements with other Government institutions interested in improvement of public servants' welfare.
- WHC offers competitive house prices to its stakeholders.

Areas for Improvements:

- Need to design and implement strong stakeholders' consultative mechanisms.
- Since the need for houses is higher than supply, WHC needs to clearly define the target group for affordable houses for its stakeholders.
- Need to develop and implement a more proactive awareness programme.
- Continue proactive collaborative arrangements with public service trade unions.
- Need to extend WHC's reach to all customers.
- Further improvement of collecting and taking action on customer feedback.
- Ensure WHC Housing Estates' locations are accessible and have utilities such as water and electricity

Criterion 3: Results orientation:

Results orientation is what the organization aims to achieve in relation to its planned performance.

Strengths:

- WHC was able to construct 897 housing units with 15.8% of the projected investment portfolio.
- All constructed houses have either been purchased or rented out.
- WHC has established construction and Consultant units which has enabled cost reduction in its construction activities.

Areas for improvement:

- Need to design and implement strategies for land acquisition for the affordable housing units.
- Need to design and implement innovative modalities to reduce the cost of houses.
- Recruitment of more technical staff and acquisition of equipment and plant for Construction Unit.

Criterion 4: People management

People management focuses on how an organization manages, develops and realizes knowledge and full potential of its people at an individual, team and organizational level. It also focuses on how the organization plans these activities in order to support its policy, strategy and institute an effective operation of its processes.

Strengths:

- All leadership posts per current structure filled with competent and qualified personnel.
- WHC has low turnover rate.
- WHC staff have generally high working morale.

Areas for improvement:

- Need to review the organization structure.
- Need to develop a capacity building programme.
- Need to develop WHC staff career Progression Plan.
- Need to periodically improve WHC staff pay and benefits.
- Need to improve on WHC's working condition (Office space and tools).

Criterion 5: Core processes

Core processes refer to how an organization designs, manages and improves its processes in order to support its policy and strategy as well as to fully satisfy and generate increasing value for its customers and other stakeholders.

Strengths:

- Enhanced in-house capacity to develop and disseminate IEC packages (WHC online TV, Social Media, Production equipment, Studio).
- The Company's tendering procedures are compliant with The Public Procurement legislation.
- Facilitation to potential customers to access mortgage facilities.
- Open and competitive recruitment procedure.

Areas for improvement:

- Need to use ICT in the company's core processes.
- To strengthen Human Resource.
- Need to develop and implement an effective monitoring and evaluation system at all levels.
- Need to improve house application procedures.
- Strengthening housing design and construction process, and approval system.

2.8.2 External Scan (Opportunities, Risks/Challenges)

As part of the Strategic Planning process, an assessment of what opportunities and risks/challenges the future may hold for WHC was conducted. During this analysis several dimensions: Political, Economic, Social/Cultural, Technological, and Legal dimensions were conducted. Trends in the dimensions above were assessed as follows:

Political trends:

The assessment of the political trend made management to believe that peace and stability in Tanzania will continue. Management recognized that both key Ministers (Lands, Human Settlements and Urban Development, and President's Office, Public Service Management) are highly supportive for the need for: decent housing; serviced plots, and wealth creation for Public Servants and members of Pension Funds.

All the major planning frameworks: CCM Election Manifesto of 2020; Five Year Development Plan: July 2016 to June 2021; Vision 2025, and the Global Development Goals 2030, recognize the importance of housing and human settlement. Consequently, the government is committed to take measures aimed at: (i) Improving affordability and easy of home ownership of houses (ii) Improve the quality of existing property (in urban and rural areas) and (iii) Improve settlement planning.

The risks may include:

- WHC's Housing Scheme being hijacked by the elites as it happens in most programmes which target specific groups.
- The scheme may raise high unachievable public expectations. Currently public servants alone are about 600,000, while the medium term target is to enable 10,000 customers to own housing units and serviced plots

Economic/Revenue trend:

Within the economic arena several related trends were observed: The Tanzania economy is growing, government revenue is increasing and Tanzanian economy has been graduated into a Lower-Middle Income status. It is anticipated that during the planning period (2021/22 – 2025/26) the economy is expected to grow sustainably at 7% in the medium term period. During the same planning period, the rate of inflation is expected to be contained, not higher than 4%.

If these economic targets are achieved resources for the housing scheme will be available, public servants' salary scales will be enhanced thus leading to increased demand for the scheme's houses. As Tanzania achieves the target of becoming a higher-middle income economy in 2025, there will be a growth of the middle class which may expand the demand of houses in formalized areas.

A serious risk is the protracted global health crisis caused by COVID-19 pandemic which may continue in 2021 and could undermine global demand, thus negatively impacting the Tanzanian economy, especially tourism. Even if the global health crisis is contained, additional trade and logistics restrictions could continue disrupting global trade during the recovery.

The disruptive global economic trends may impact on customers' disposable income and may reduce housing demand.

Social/cultural trends:

During the strategic planning effort, four sociological trends were identified that may impact WHC's operations namely: Most Tanzanians not being used to house mortgage financing; the high population growth rate; HIV/AIDS pandemic, and corruption.

Most Tanzanians are used to building houses incrementally through personal savings and there is a negative perception towards mass housing. However, we are witnessing a change in customer behaviour where the younger generation prefer to purchase houses regardless of the mode of development.

The Tanzania population is 58 million (2019 projections) with growth rate of 3%. The projected population rate may on one hand create opportunities for increased demand for affordable houses but on the other hand more than 70% of the population are working in the informal sector with little impact to the formal economy. The high population growth rate is a strain to national resources.

The HIV/AIDS pandemic is not only a public health issue, but also a problem that contribute immensely towards devastation of both national and household incomes. Increased mortality rates, due to HIV/AIDS may negatively affect the scheme. Corruptive practices in Tanzania may also affect the WHC's operations if it does not come up with effective anti-corruption measures.

Technological trends:

The application of modern technology such as ICT and Construction technology will continue to be an important tool for performance improvement. ICT will facilitate the linkage between WHC and key stakeholders and improve its core internal processes. The use of new technology in the construction industry may also reduce construction costs e.g. Industrial Building System (IBS). However, acceptability of new building technologies by the public is still very low.

Technology is expensive to acquire and maintain hence the need to adopt it in a managed fashion. Reluctance to adopt new technological innovation for improving performance will have to be aggressively addressed.

Legal trends:

Assessment of the legal/regulatory trends made management to believe that legislation related to implementation of public housing scheme is in place. This trend will enable WHC to implement the scheme due to the existing legal system, e.g the Condominium Act, Collective Investment Scheme legislation, Banking and Financial Institutions legislation, Land and Human settlement legislation.

The risk, however, is the long process of acquisition of right of occupancy and unit titles.

2.9 Experience from other countries:

Initiatives to provide affordable houses to public servants are not a new phenomenon as it has been made in other areas in the world. For that reason, management during the planning exercise discussed experiences from other countries in order to identify factors which accounted for success or failures in the public servants' housing schemes. Management's observation (Malaysia, Republic of South Africa, Kenya and Rwanda) was that, strong government support accounted for success of public housing schemes and where government support weaned, the schemes collapsed.

In the planning exercise it was observed that given the costly land acquisition process, the escalating building costs and the high bank interest rates, the WHC's Housing Scheme will require unwavering government support.

2.10 Critical issues

Some issues were raised during the situation analysis. These issues were then synthesised to create a list of critical issues which will take top priority in this Strategic Plan. The identified critical issues are as follows:

- i. How to meet the tall order of constructing 10,000 housing units and 1,000 serviced plots in the next five years, while the process of land acquisition is costly and cumbersome. How can Local Government Authorities be empowered to identify parcels of land for national land bank and partner with WHC in order to accelerate the real estate and housing development promotion as targeted in Vision 2025.
- ii. How will WHC provide affordable, quality, and acceptable houses to the majority of employees contributing to Social Security Funds (SSFs) (62.37%) who currently earn less than Tshs. 500,000 per month, while they have other deductions? Compounding the problem: land acquisition requires compensation and provision of utilities and road infrastructure is expensive. What measures will both the government and WHC institute to improve affordability and ease of home ownership and wealth creation for employees and members of Pension Funds?
- iii. The main source of fund for the construction of affordable housing units is REIT unit holders who expect good returns on their investment. The catch is how WHC will develop the financing plan to balance the two conflicting objectives, that is, affordable houses on one side and good returns to REIT unit holders on the other side.
- iv. The provision of both affordable housing units and serviced plots is a capital intensive venture. How can WHC source enough financial resources given limited funding from REIT investors?
- v. Interventions aimed at the provision of affordable, quality and acceptable houses is not a new phenomenon in the world, it has been practiced elsewhere with varying degrees of success. How can WHC learn from international best practices for benchmarking purposes in a cost effective way?
- vi. Currently, the market mortgage rates are as high as 15%. The target is to convince more banks to page mortgage rates to be within Tanzania Mortgage Refinancing Company (TMRC) lending rates plus 1% margin for the houses to be affordable. How can WHC develop and implement an influencing strategy to convince more banks to offer more preferential mortgage rates to employees contributing to SSFs.
- vii. Technology can enable WHC to perform better and do more. What sort of measures can WHC initiate to apply technology construction of affordable homes and conducting other core processes such as: financial management; marketing; branding and customer service in an efficient and effective manner?
- viii. Provision of affordable housing units should be complimented with customer interests and tastes. How can WHC develop a strategy to take customer preferences in the housing schemes?
- ix. WHC and the REIT arrangements are new to the country and need the support of a lot of stakeholders. How can WHC design and implement a cost effective Information Education and Communication (IEC) strategy?

- x. Corruption practices in Tanzania are prevalent and WHC will not operate as an island. How will WHC design and implement an anti-bribery strategy which will ensure zero tolerance on corruption practices?
- xi. How can WHC continue to attract and retain competent staff in the competitive labour market to match with the level of its operations?
- xii. As WHC gets known and its business expands, how will it align itself in terms of a proper structure to meet customers' expectations?

CHAPTER III

THE PLAN

3.1 Introduction

The Company's vision statement is a broad statement of what the Company wants to be in future. It reflects the "goal" that it envisages achieving. On the other hand, the mission statement provides underpinnings for what it does and the reasons for. It is recognized that the mission statement should not be cast in iron and stone but rather a "living" expression that should be reviewed periodically and modified when necessary.

Furthermore, some Core Values that describe how the Company intends to operate have been agreed upon. They are guidelines that frame the day-to-day decisions, attitudes and conduct as well as the Company's strategies and policies. They will permeate everything that will be done from the organizational level to the individual level. As WHC moves down the transformation path, the core values will particularly be important, since in a changing world, they will remain constant.

3.2 Core Values

During the strategic planning exercise, the Planning Team decided to adopt the Core Values of the previous plan but added Teamwork. WHC staff will now be guided by Core Values which are both inspiring and easy to remember (**TICIP**) and elaborated as follows:

T	<i>Transparency</i>	<i>We endeavour to openly and with integrity: convey correct; timely, and complete information about our services and products</i>
T	<i>Teamwork</i>	<i>We will always be committed to work together to achieve our Company's goals</i>
I	<i>Integrity</i>	<i>We will always strive to be: honest; with strong moral principles, trustworthy and kind in dealing with our customers.</i>
C	<i>Customer focus</i>	<i>We will always strive to put our customers' needs first and build strong customer relations.</i>
I	<i>Innovativeness</i>	<i>We will always develop new methods and ideas that will bring positive changes in the organization</i>
P	<i>Professionalism</i>	<i>We will always adhere to ethics and uphold quality and standards in performing our duties</i>

3.3 Vision

The previous Vision Statement was as follows:

“Affordable Quality Homes for Employees”

During the Strategic Planning exercise management after a long debate decided to improve the previous vision which should read as follows:

New Vision

“Wealth Creation and Ownership of Affordable Homes for All”

3.4 Mission

The previous Mission Statement was as follows:

“To enable employees to create wealth and own affordable quality homes through sound property development and fund management principles.”

During the planning session WHC’s Mission Statement was re-casted to reflect the Company’s business and will read as follows:

“To enable employees to create wealth and own affordable quality homes through sound property development and fund management principles.”

3.5 Motto

During the previous planning period, WHC Motto was as follows:

“Miliki Nyumba Yako”
Nyumba Thamani kwa Mtumishi

The Planning Team decided to adopt a more focused and captivating motto which reads as follows:

Nyumba ni Uchumi

3.6 Objectives

3.6.1 10,000 units of affordable houses constructed and serviced plots developed and sold by June 2026.

The Government in the Development Vision 2025 is committed in the provision of decent housing and settlement for its population. As one of the initiatives to implement this objective, the Government established WHC with the sole purpose of enabling employees to own houses or acquire serviced plots. Currently the Government has close to 540,000 public servants not mentioning other employees who are contributors to the Social Security Funds. Some studies have indicated less than 10% of public servants own decent homes. Furthermore, the Government employs more than 30,000 new employees annually. Since its inception two year ago, WHC has constructed 800 housing units in 9 Regions. WHC is desirous to construct more housing units to meet employees' effective demand for affordable houses.

During the planning period, WHC will implement strategies that will ensure availability of land for construction of the planned 10,000 housing units and 1,000 serviced plots in the next five years. The strategies or measures to be implemented include: creation of WHC's suitable land bank for both construction and serviced plots; use of low cost housing construction technology; initiate measures for favourable affordable housing policy interventions that are considered critical in making houses more affordable to the employees; construction of affordable houses and develop serviced plots; development of collaborative arrangements with Institutions interested in Employees' Housing Scheme and development of marketing and sales strategy for the houses to be constructed.

The expected outputs will be as follows:

- 1) Land for constructing 10,000 housing units and 1,000 serviced plots acquired by June 2020;
- 2) Bankable projects for constructing and developing serviced plots developed by June 2021;
- 3) Eligibility criteria for employees owning plots to qualify for housing scheme developed and implemented annually;
- 4) Low cost housing technology applied annually;
- 5) Negotiations with BOT and Commercial Banks for mortgage loan financing conditions conducted annually;
- 6) 10,000 housing units (1000 by June 2022, 1500 by June 2023, 2000 by June 2024, 2500 by June 2025 and 3000 by June 2026) constructed by June, 2022;
- 7) Notification to TANESCO and respective Urban Water Authorities for provision of utilities in the planned WHC housing estates issued for respective project
- 8) MoUs with Urban Authorities for construction of basic infrastructure in the planned WHC housing estates and serviced plots signed annually
- 9) Joint venture agreements for housing and plots development entered with Strategic Partners as and when they show interest
- 10) WHC Sales Procedure Manual for affordable housing units and serviced plots developed and implemented annually

- 11) Marketing and sale strategy for the affordable houses and serviced plots designed and implemented annually.

The outcome/ results for these outputs are expected to be measured by outcome indicators as follows:

- i. % age of sold houses against constructed houses
- ii. % age of serviced plots sold against target
- iii. % age of customers' housing demand met
- iv. % age of customers' serviced plots demand met
- v. WHC's average sales price vs market price
- vi. Customer satisfaction levels with WHC's houses and serviced plots.

3.6.2 Adequate resources for construction of affordable houses, serviced plots and wealth creation mobilized;

The construction of quality and affordable houses is a capital intensive venture. During WHC's inception, the Government planned to fund the housing scheme through a Real Estate Investment Trust (REIT) Fund. Through this arrangement, in the first five years, WHC was able to acquire 13% of the required financing for both land acquisition and house construction. In view of this, WHC will explore other alternative funding options to scale-up funding resources. In connection with that, experience indicates that there is a need also to promote the saving culture and wealth creation among prospective buyers and general public through CIS in which WHC is mandated. WHC will also explore for opportunities to raise income through construction, consulting and property management services.

Measures or strategies to be implemented will include: enhancing resources to existing REIT and Fund Management Services; establishment of CIS Funds; strengthening Construction, Consulting and Property Management functions, and ensuring compliance to all regulatory requirements.

The expected outputs will be as follows:

- 1) Other Investors investing in REIT Fund solicited annually.
- 2) At least one CIS Fund established and implemented by June 2026
- 3) Faida Fund investors increased by at least 20% annually
- 4) WHC conducts at least two external construction contracts annually
- 5) WHC conducts at least one consulting contract annually
- 6) WHC conducts at least one external property management contract annually
- 7) Unit Titles acquired through Tenants Associations for all condominium houses annually
- 8) Compliance reports prepared annually
- 9) REIT compliance reports prepared annually

The outcome/ results for these outputs are expected to be measured by outcome indicators as follows:

- i. Ratio of revenue collected from construction, consultancy and property management functions
- ii. Number of additional Investors to REIT Fund against target
- iii. Amount of fund collected from CIS Investors against target
- iv. CMSA assessment report
- v. % age of unit titles processed
- vi. Trend of supplementary schemes managed

3.6.3 REIT and CIS Investors' returns maximised;

Investors are interested in investing their funds in high yielding ventures. For that reason, WHC has a duty to ensure that the unit holders get maximum returns on their investment. In addition to the core function of constructing affordable houses for the public servants, WHC will put in place appropriate mechanisms that will maximise Unit Holders' returns.

Measures to be pursued during the planning period include: pursue cost containing measures in all WHC's projects and explore available opportunities for investments in the financial markets.

The expected outputs will be as follows:

- 1) Cost effective procurement methods in project implementation employed annually.
- 2) Idle funds invested in the financial markets annually
- 3) WHC conducts at least two external construction contracts annually
- 4) WHC conducts at least one consulting contract annually
- 5) WHC conducts at least one external property management contract annually

The outcome/ results for these outputs are expected to be measured by outcome indicators as follows:

- i. % of actual return on investment against target
- ii. Ratio of revenue generated from investments in the financial market against target

3.6.4 WHC's functions efficiently and effectively managed

WHC's core functions are to: provide affordable houses and serviced plots to its customers, and fund management services. For those noble objectives to be achieved, WHC will operate in a cost containing approach. As more people and investors, get to know the responsibilities of WHC, expectations will increase and hence a call to perform more and better. During the planning period WHC plans to align itself so as to perform its functions more efficiently and effectively.

Strategies to be implemented during the planning period include: review and implementing the approved Organisation Structure; review and implementing attractive staff remuneration packages that will attract and retain staff with required skills and experience; ensure effective and timely Board decisions; implement Performance Management Systems; develop capacity of management and staff on affordable housing schemes; provision of conducive working environment; outsourcing of all non-core functions; enhance public knowledge and

understanding of WHC functions; review and implement effective ICT policy and strategy; maintain high standards of financial and procurement management principles, and enhancement of Internal Control, Risk Management and Governance processes.

The expected outputs will be as follows:

- 1) WHC's structure consistent with REIT regulatory requirements reviewed and implemented by June, 2022;
- 2) WHC's staff normal remuneration package reviewed annually and major review conducted by September 2025;
- 3) Board ordinary and, extraordinary meetings convened as scheduled annually;
- 4) Board Committees meetings held as scheduled annually;
- 5) Performance Management System implemented annually;
- 6) Management and staff exposed to best practices on affordable housing schemes and construction technologies annually;
- 7) Office space (600 sqm) to accommodate WHC staff acquired by June 2022;
- 8) Re-tooling Plan prepared and implemented annually;
- 9) Construction of WHC Office Building/Investment property commenced by June 2022;
- 10) All non-core functions outsourced annually;
- 11) WHC's ICT policy and guidelines implemented annually;
- 12) WHC's financial management manual reviewed and implemented annually;
- 13) Compliancy to procurement requirements maintained annually;
- 14) WHC's annual report prepared annually;
- 15) WHC's budget prepared annually;
- 16) Adhoc and routine internal audits conducted quarterly, and
- 17) Risk management register prepared and updated annually.

The outcome/ results for these outputs are expected to be measured by outcome indicators as follows:

- i. Staff turnover level
- ii. Type of CAG audit report obtained
- iii. Type of PPRA audit report obtained
- iv. % age of staff satisfactorily attaining set targets
- v. Number of computerized WHC's Management Information Systems against target
- vi. Satisfaction level with WHC's Staff welfare programmes
- vii. Customers' satisfaction levels with WHC's service delivery

- viii. Number of Corporate Social Responsibility interventions implemented vs set targets.
- ix. Trend of visitors accessing WHC's Website and Social Media pages
- x. % of customers made aware of WHC's functions through IEC Programmes

3.6.5 Intervention addressing crosscutting issues enhanced

Complementary to WHC's core functions, the company will comply with National cross-cutting aspirations as directed by the Government from time to time. These interventions will include combating: HIV/AIDS and other pandemic diseases; anti-corruption practices; non-communicable diseases. Addressing gender mainstreaming issues will also be included.

HIV/AIDS is a significant killer of staff across different levels of expertise and responsibilities. Studies show that all people are equally vulnerable to HIV infection. Therefore, WHC aims at promoting and conducting a workplace programme on HIV/AIDs amongst its staff and construction sites, while also establishing a mechanism for managing stigma and discrimination. WHC's efforts will not be restricted to HIV/AIDS pandemic but will also cover other pandemics such as COVID-19.

Anti-corruption practices are considered to be one of the most pressing concerns of the Government. In line with other mandates, WHC intends to implement a National Anti-corruption strategy through transparency and integrity mechanisms in all its operations.

The prevalence of high rates of non-communicable diseases (diabetes, hypertension to name only few) among the Tanzanian population is an issue of concern. In this programme, WHC will develop interventions to create awareness among its staff on how to live a healthy lifestyle.

Gender mainstreaming in WHC operations will also be addressed.

Measures to be pursued during the planning period include; development and implementation of WHC's Action Plan on the National HIV/AIDS Prevention Strategy including non-communicable diseases; developing and implementing WHC's Action Plan to implement the Anti-Corruption Strategy, and develop and implement Action Plan for gender mainstreaming in WHC operations.

The expected outputs will be as follows:

- 1) HIV/AIDS and other pandemic diseases intervention activities implemented annually.
- 2) Interventions to combat prevalence of non-communicable diseases implemented annually.
- 3) Interventions to implement the National Corruption Strategy implemented annually.
- 4) Interventions on Gender mainstreaming in WHC's operations implemented annually

The outcome/ results for the output is expected to be measured by outcome indicators as follows:

- i. Staff satisfaction levels with WHC's interventions in crosscutting issues against targets

- ii. Trend in the number of reported corruption incidents
- iii. Number of gender mainstreaming initiatives implemented against set targets

CHAPTER 1V

MONITORING AND EVALUATION FRAMEWORK

This chapter describes the strategy for developing a Monitoring and Evaluating (M&E) framework for WHC's medium term strategic plan: July, 2021 to June, 2026. It describes the intended results, together with the principles that will guide and shape the M&E and learning processes to be employed. The M&E framework for the Strategic Plan will track outcomes related to five strategic objectives adopted in the plan as follows:

- (a) Are there improvements in WHC'S capacity to deliver and sell quality and affordable housing units and serviced plots to its customers?
- (b) Are there improvements in WHC'S capacity to conduct fund management functions?
- (c) Are there improvements in how WHC manages its functions?
- (d) Is there increased public knowledge, awareness and understanding of WHC's housing and service plots schemes? and finally
- (e) How is WHC performing with regard to interventions against cross-cutting issues?

These five issues will be tracked by using 27 indicators that encompass the outcome indicators that will be used to monitor and evaluate implementation of the Second Medium Term Strategic Plan: July 2021-June, 2026. Appendix 2 includes the details on the outcome indicators, the indicator description, data source/contact person, the data collection method and frequency, baseline data and annual targets for each indicator

Data for the strategic plan will be collected from secondary sources as well as through response surveys. Most data will be largely drawn from existing WHC's information sources within the unit specific data on housing construction, service plot development, fund management and other crosscutting units' data. These data will be collected and reported on a quarterly or annual basis. Information will be collected at the service delivery level during normal and/or ad hoc inspections.

Perception information from key stakeholders and the public will be collected through surveys conducted once after three years with stakeholder samples randomly selected country wise. Studies and surveys will be conducted by qualified professionals through outsourcing, with WHC participation for building survey capacity.

For the M&E Framework described above to be effective it has to be demand driven, i.e. both management and Board decisions should be evidence based. Additionally, there should be a strong M&E management arrangement. The M&E focal person in WHC will be CFO. WHC should also form an M&E Working Group which will meet at least quarterly to check validity of all M&E data. The M&E working group will also trace implementation of the Strategic Plan of the planned strategic objectives and strategies into a results chain that consists of inputs, activities (or processes), outputs and outcomes framework. An excel spreadsheet will be developed to accommodate Appendix 2.

CHAPTER V

FORCE FIELD ANALYSIS

5.0 Introduction

This chapter describes the driving and restraining forces that may support or constrain the achievement of the Strategic Plan. The driving forces are those forces that may contribute positively to the successful attainment of the desired vision, whilst the restraining forces are those forces that may cause a major block to the driving forces and to the attainment of the desired goal of providing affordable houses to employees and members of pension funds without a hassle.

5.1 Supporting Forces (Bridges)

Supporting Forces (Bridges)	Strong	Medium	Weak
• Effective leadership abilities within the Company (both at Board and Management levels) to guide towards the overall achievement of the vision and mission.	√		
• Some commercial banks which have shown interest to participate in WHC's mortgage financing arrangements	√		
• Collaboration with and support of, stakeholders including the Social Security Funds, NHIF, NHC, PO-PSM and trade unions	√		
• An Autonomous company with sufficient legal authority and institutional framework.		√	
• Provision of affordable housing for employees and members of pension funds is a priority of the Government.	√		
• Professional and Experienced staff in the market	√		
• A robust growing Tanzanian economy	√		
• The availability of modern construction technology which can cut building costs		√	

5.2 Restraining Forces (Barriers)

Restraining Forces (Barriers)	Strong	Medium	Weak
• High mortgage interest rates in the financial markets	√		
• Limited resources for meeting the potential demand for affordable houses for all employees and members contributing to SSFs.	√		
• Problems in mind-set shifts from the old paradigm of employees building houses on an incremental fashion rather than using mortgage financing		√	
• As the Tanzania and East African labour markets become competitive, the Company may be unable to attract and retain highly skilled personnel through enhanced incentive packages.		√	
• HIV/AIDS pandemic is a threat to both staff attrition rates on one side and on the other affordability to pay as the number of the sick, widows and orphans increase in the country.		√	
• VAT double taxation in both housing construction materials and the sale of houses	√		
• Tendency by some land owners to overvalue their land for speculative purposes		√	
• REIT and CIS are new ventures in the country if not well managed may be miss perceived and miss understood		√	

CHAPTER VI

QUICK-WINS

In this chapter the Planning Team identified Quick Wins which are capacity building initiatives, which the Company needs to implement in the short term to enable it fast tract implementation of the Strategic Plan and its service delivery.

1. Survey available modern building technology for cost cutting processes
2. Define a practical concept of what is an affordable house to the average Tanzanian public servant, so that the scheme gets support from all key stakeholders
3. Conduct and get approval of a reviewed Organization Structure.
4. Finalise the process of enabling all WHC's staff to graduate from specified to unspecified contracts.
5. All recruited staff to have clearly defined job descriptions to avoid overlap, duplication, overwork or under work

CHAPTER VII

FINANCING FRAMEWORK

In this chapter the planning team identified potential financing sources to implement the Five Year Plan. The sources are summarized as follows:

1. WHC-REIT Fund
2. Collective Investment Scheme
3. Fund Management
4. Property Management
5. Revenue from Financial Markets

Based on the estimated construction costs for the planned projects, the main shareholders of the Company will be requested to make additional capital investment amount to TZS 116 billion as indicated below;

Table 5: Proposed Additional Funding for WHC-REIT

Shareholder	Current	Fund Required	Proposed Additional Investment				
Fund Required	Investment	116,000,000	35,000,000	25,000,000	20,000,000	20,000,000	16,000,000
		Phases	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
		Years	2020/21	2021/22	2022/23	2023/24	2024/25
	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000
PSSSF	36,713,271	33,667,000	10,000,000	7,000,000	5,667,000	6,000,000	5,000,000
NSSF	9,750,000	33,667,000	10,000,000	7,000,000	5,667,000	6,000,000	5,000,000
NHIF	9,750,000	33,667,000	10,000,000	7,000,000	5,667,000	6,000,000	5,000,000
NHC	1,683,764	15,000,000	5,000,000	4,000,000	3,000,000	2,000,000	1,000,000
Total	57,897,035	116,000,000	35,000,000	25,000,000	20,000,000	20,000,000	16,000,000

With the additional investment, NAV per unit is expected to increase to TZS 775 in the next five years as projected below.

Years	2020	2021	2022	2023	2024	2025
Item	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000
Initial Investment	57,897,035					
Total Assets Value for Initial Investment	71,078,514					
Projections:						
Additional Investment	-	35,000,000	25,000,000	20,001,000	20,000,000	16,000,000
Total Projected Assets	71,078,514	106,078,514	131,078,514	151,079,514	171,079,514	187,079,514
Current Liabilities	2,590,421					
Project Liabilities	2,590,421	3,885,632	5,828,448	8,742,672	13,114,007	19,671,011
Net Asset Value (NAV)	68,488,093	102,192,882	125,250,066	142,336,842	157,965,506	167,408,503
Additional Units	-	110,312	52,834	34,496	30,358	21,887
WHC-REIT Units in circulation	215,858,797	215,969,109	216,021,943	216,056,439	216,086,797	216,108,684
Net Asset Value (NAV) per Unit (TZS)	317	473	580	659	731	775

APPENDIX 1

WHC's MEDIUM TERM STRATEGIC MATRIX

VISION	MISSION	CORE VALUES
Affordable Quality Homes for Employees	To enable employees to create wealth and own affordable quality homes through sound property development and fund management principles	Customer focus; Integrity; Transparency; Professionalism; and Innovativeness
Objective A	10,000 units of affordable houses constructed and serviced plots developed and sold by June 2026.	FIVE YEAR PROGRAMME
Outcome Indicators	<ul style="list-style-type: none"> vii. % age of sold houses against constructed houses viii. % age of serviced plots sold against target ix. % age of customers' housing demand met x. % age of customers' serviced plots demand met xi. WHC's average sales price vs market price xii. Customer satisfaction levels with WHC's houses and serviced plots. 	

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
1.1. Enhance WHC's land bank for both construction and serviced plots in prime locations.	1.1.1. At least 7,000 square metres Land for construction of housing units in prime locations in Dar es Salaam, Mwanza and Arusha acquired by June 2026	COO	1.1.1.1. To identify availability of prime land in Dar es Salaam, Mwanza and Arusha cities					
			1.1.1.2. To purchase at least 1,400 square meters of prime land from owners willing to sale land to WHC annually.					
			1.1.1.3. To perform town planning and survey activities jointly with Urban Authorities					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			annually					
			1.1.1.4. To enter into joint venture with Urban Authorities to develop ULGAs' condemned buildings annually					
			1.1.1.5. To monitor and evaluate acquisition of land annually					
			1.1.1.6. To conduct valuation of identified land annually					
			1.1.1.7. To process transfer of Right of Occupancy for land acquired for WHC annually					
	1.1.2 At least five bankable projects for construction and development of serviced plots in Dodoma City Council and its neighbouring LGAs (Bahi and Chamwino DCs) developed and implemented by June 2026	COO	1.1.2.1 To identify at least one bankable project for construction and development of serviced plots annually.					
			1.1.2.2 To prepare feasibility studies/business plans for construction and development of serviced plots annually.					
			1.1.2.3 To acquire at least 3000 square metres of land for WHC projects in Dodoma City Council and Bahi and Chamwino DCs					
	1.1.3 At least 1000 customers owning plots qualify for the WHC Housing Scheme by 2026.	COO	1.1.3.1 Eligibility criteria for customers owning plots to qualify for WHC's Housing Scheme developed by 2022 and reviewed annually.					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			1.1.3.2 Eligibility criteria for employees owning plots disseminated annually					
			1.1.3.3 To include 1,000 plots owned by customers in the housing scheme by June, 2026					
			1.1.3.4 To monitor and evaluate implementation of the eligibility criteria annually					
1.2. Use low cost housing construction technology and innovation	1.3.1. At least one low cost housing technology identified, developed and applied in the WHC Housing Scheme annually	COO	1.2.1.1. To survey low cost technologies available in the market annually					
			1.2.1.2. To identify areas which will require use of the newly identified technology annually					
			1.2.1.3. To procure the preferred technology annually					
			1.2.1.4. To apply the procured technology in the housing scheme annually					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			1.2.1.5. To monitor and evaluate the suitability of the applied technology annually					
	1.2.2. Innovation in housing design and construction enhanced annually	COO	1.2.2.1. To identify and develop areas which will require innovation in both housing design and construction annually					
			1.2.2.2. To apply the developed innovations in housing design and construction in the WHC's Housing Schemes annually					
			1.2.2.3. To monitor and evaluate the suitability of the applied innovations in housing design and construction annually					
1.3. Construct affordable houses and develop serviced plots	1.3.1. 10,000 units (1000 by June 2022, 1500 by June 2023, 2000 by June 2024, 2500 by June 2025 and 3000 by June 2026) acquire affordable houses and serviced plots by June, 2026	COO	1.3.1.1 To procure Consultants to develop the housing units annually					
			1.3.1.2 To carry out detailed design for houses to be constructed annually					
			1.3.1.3 To obtain necessary building permits/approvals from relevant Authorities annually					
			1.3.1.4 To conduct Environmental Impact Assessment for developed projects annually					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			1.3.1.5 To procure contractors for developed projects annually					
			1.3.1.6 To procure clerks of works for each site, as and when required					
			1.3.1.7 To construct housing units under supervision of consultants per specified annual targets (1000 by June 2022, 1500 by June 2023, 2000 by June 2024, 2500 by June 2025 and 3000 by June 2026).					
			1.3.1.8 Monitor and Evaluate construction of the houses annually					
1.4. Develop collaborative arrangements with key institutions for the success of the WHC's Serviced Plots and Housing Scheme	1.4.1 Notification and follow up to TANESCO and respective Urban Water Authorities for provision of utilities and TARURA for construction of road infrastructure in each planned WHC Serviced Plots and Housing Estate conducted annually.	COO	1.4.1.1. To prepare and issue notification to respective utilities providers and TARURA for each project.					
			1.4.1.2. To follow up implementation of each notification.					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	1.4.2 Joint venture agreements for housing and plots development entered with Strategic Partners as and when they show interest	PLO	1.4.2.1. To review WHC's framework for joint venture arrangements annually					
			1.4.2.2. To draft and agree on MoUs with Strategic Partners as and when they show interest					
			1.4.2.3. To execute the agreed MoUs annually					
			1.4.2.4. To monitor and evaluate execution of the MoUs annually					
1.5. Market and sale the constructed houses	1.5.1 WHC Sales Procedure Manual for affordable housing units and serviced plots reviewed annually	SMCO	1.5.1.1. To get feedback on the suitability of the WHC's Sales Procedure Manual from key stakeholders annually					
			1.5.1.2. To incorporate key stakeholders views in the WHC's criteria annually					
			1.5.1.3. To monitor and evaluate implementation of the allocation criteria annually					
	1.5.2. Marketing and sale strategy for the affordable houses and serviced plots reviewed and implemented annually.	SMCO	1.5.2.1. To prepare the scheme's price structure and disseminate for each housing and serviced plots project annually					
			1.5.2.2. To develop a web based sales system by December, 2021					
			1.5.2.3. To use print, electronic and social media marketing channels for the					

Strategies	Targets	Respo nsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			scheme annually					
			1.5.2.4. To launch all new WHC’s houses annually					
			1.5.2.5. To monitor the effectiveness of the applied marketing strategy annually					
Objective B	Adequate resources for construction of affordable houses, serviced plots and wealth creation mobilized;			FIVE YEAR PROGRAMME				
Outcome Indicators	vii. Ratio of revenue collected from construction, consultancy and property management functions viii. Number of additional Investors to REIT Fund against target ix. Amount of fund collected from CIS Investors against target x. CMSA assessment report xi. % age of unit titles processed xii. Trend of supplementary schemes managed							

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
2.1 Take measures to enhance resources to existing REIT and Fund Management Services.	2.1.1. At least two Investors investing in REIT Fund solicited annually.	CFO	2.1.2.1. To prepare projects suitable for investment annually					
			2.1.2.2. To invite Investors to invest in REIT Fund annually					
			2.1.2.3. To evaluate proposals from Investors annually					
2.2. Establish and Implement CIS Funds.	2.2.1. At least one CIS Fund established by June 2026		2.2.1.1. To develop CIS fund concept paper by June, 2022					
			2.2.1.2. To prepare Offer Document for Board and CMSA approval by December, 2022					
			2.2.1.3. Custodian of the CIS Fund appointed by June, 2023					
			2.2.1.4. CIS fund Management System in place by December, 2023					
	2.2.2 Faida Fund investors increased by at least 20% annually		2.2.2.1 To develop Faida Fund advertisement packages and disseminate through different media annually					
			2.2.2.2 To monitor the efficacy of the dissemination and strategy annually					
2.3. Strengthen External Construction, Consultancy and Property	2.3.1. WHC conducts at least two external construction contracts annually	COO	2.3.3.1. To enter into contracts with at least two prospective partners for conducting construction works annually					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
Management Functions			2.3.3.2. To conduct at least two external construction works annually					
			2.3.3.3. To monitor and evaluate external construction works annually					
	2.3.2. WHC conducts at least one consulting contract annually	COO	2.3.2.1. To enter into contract with at least one prospective partner for conducting consultancy assignment annually					
			2.3.2.2. To conduct at least one consultancy assignment annually					
			2.3.2.3. To monitor and evaluate consultancy assignment annually					
	2.3.3. WHC conducts at least one external property management contract annually	COO	2.3.3.1. To seek strategic alliance with at least one reputable property management firm annually					
			2.3.3.2. 2.3.2.4. To conduct at least one external property management function annually					
			2.3.3.3. To monitor and evaluate external property management functions annually					
	2.3.4. Unit Titles acquired through Tenants Associations for	PLO	2.3.4.1 To establish Tenant Association as per Unit Titles Legislation.					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	all condominium houses annually		2.3.4.2 To prepare and register a Constitution for Tenant Associations as and when required.					
			2.3.4.3 To facilitate all Tenants to acquire Unit Titles annually.					
			2.3.4.4 To monitor implementation of acquisition of Unit Titles through condominium Tenant Associations annually					
2.4. Ensure compliance to all regulatory requirements	2.4.1.Compliance reports prepared annually	CFO	2.4.1.1. To facilitate preparation of Fund Custodian compliance quarterly reports					
			2.4.1.2. To prepare and issue REIT Unit Certificates as and when required					
			2.4.1.3. To collect fund from REIT Unit holders annually					
	2.4.2 REIT compliance reports prepared annually	CFO	2.4.2.1. To prepare quarterly and annual reports					
			2.4.2.2. To monitor and evaluate REIT compliance activities annually					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
Objective C	REIT and CIS Investors' returns maximised			FIVE YEAR PROGRAMME				
Outcome Indicators	i. % of actual return on investment against target ii. Ratio of revenue generated from investments in the financial market against target							
Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
3.1 Pursue cost containing measures in all WHC's projects	3.1.1 An appropriate project management plan prepared and implemented for each project annually.	COO	3.1.1.1. To develop an appropriate design for each project					
			3.1.1.2. To prepare cost reflective specifications and ToRs for each project					
			3.1.1.3. To develop and implement an appropriate supervision methodology for each project.					
			3.1.1.4. To prepare final accounts for each project					
	3.1.2 Cost effective procurement methods in project implementation employed annually.	HPM U	3.1.2.1. To prepare Annual Procurement Plan					
			3.1.2.2. To prepare adequate Solicitation Document					
			3.1.2.3. To identify qualified Suppliers and Contractors annually					
			3.1.2.4. To monitor and evaluate contract performance for each project.					
3.2 Explore opportunities for investments in the financial market	3.2.1 All available funds invested in the financial markets annually	CFO	3.2.1.1. To identify available funds eligible for short term investment annually					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			3.2.1.2. To explore short term investment opportunities in the financial markets annually					
			3.2.1.3. To invest available funds in the identified financial markets					
			3.2.1.4. To monitor and evaluate WHC’s investments in the financial markets annually					
Objective D	WHC’s functions efficiently and effectively managed			FIVE YEAR PROGRAMME				
Outcome Indicators	xi. Staff turnover level xii. Type of CAG audit report obtained xiii. Type of PPRA audit report obtained xiv. % age of staff satisfactorily attaining set targets xv. Number of computerized WHC's Management Information Systems against target xvi. Satisfaction level with WHC's Staff welfare programmes xvii. Customers' satisfaction levels with WHC’s service delivery xviii. Number of Corporate Social Responsibility interventions implemented vs set targets. xix. Trend of visitors accessing WHC’s Website and Social Media pages xx. % of customers made aware of WHC's functions through IEC Programmes							
Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
4.1 Review and Implement the approved Organisation Structure	4.1.1 WHC’s structure consistent with its core functions and regulatory requirements reviewed by June 2021	CFO	4.1.1.1. To review WHC’s structure consistent with REIT requirements by December, 2021					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	and implemented annually		4.1.1.2. To fill approved vacant posts by June, 2022					
			4.1.1.3. To conduct induction programme for the newly recruited staff by September, 2022					
			4.1.1.4. To monitor and evaluate the adequacy of approved structure by December, 2024					
4.2 Review and implement attractive staff remuneration package	4.2.1 WHC's staff normal remuneration package reviewed annually and major review conducted by June 2024	CFO	4.2.1.1. To conduct remuneration study by December 2022					
			4.2.1.2. To review and seek approval of staff remuneration package by June, 2023					
			4.2.1.3. Implement reviewed package by July, 2023					
4.3 Ensure effective and timely Board decisions	4.3.1 Board ordinary and extraordinary meetings convened as scheduled annually	PLO	4.3.1.1. To convene ordinary Board meetings as scheduled quarterly					
			4.3.1.2. To convene extra ordinary meetings Board as per need					
	4.3.2 Board Committees meetings held as scheduled annually	PLO	4.3.2.1. To convene Board Committees meetings as per need					
4.4 Implement performance management systems	4.4.1 Performance Management System implemented annually	CFO	4.4.1.1. To implement OPRAS annually					
			4.4.1.2. To review WHC's SP annually					
			4.4.1.3. To prepare budget and action plans annually					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			4.4.1.4. Review SP (2017-2022) and develop a new one (SP 2022-2027) by March 2022					
4.5 Develop capacity of management and staff on affordable housing schemes	4.5.1 Management and staff exposed to best practices on affordable housing schemes and construction technologies annually	CFO	4.5.1.1. To conduct training needs assessment (TNA) by Dec 2021.					
			4.5.1.2. To develop and implement the approved programme annually.					
			4.5.1.3. To monitor and evaluate the programme.					
4.6 Provide conducive working environment	4.6.1 WHC suitably accommodated in one of the former vacant Government Offices by June 2022.	COO	4.6.1.1. To identify alternative Office space by September 2021.					
			4.6.1.2. To facilitate acquisition of alternative office space in Dar Es Salaam by December 2021.					
			4.6.1.3. To rehabilitate the acquired office space in line with WHC's requirements by June 2022.					
	4.6.2 Re-tooling Plan prepared and implemented annually.	CFO	4.6.2.1. To collect and prepare re-tooling needs by December annually.					
			4.6.2.2. To implement Re-tooling Plan annually.					
4.7 Outsource all non-core functions	4.7.1 All non core functions outsourced annually	CFO	4.7.1.1. To identify potential functions for outsourcing annually.					
			4.7.1.2. To facilitate procurement of services annually.					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			4.7.1.3. To monitor and evaluate efficacy of the outsourced services annually.					
4.8 Review and Implement effective ICT policy and strategy.	4.8.1 WHC's ICT policy and guidelines implemented annually	SICT O	4.8.1.1. To identify WHC business processes requiring ICT solutions annually.					
			4.8.1.2. To prepare and implement ICT solutions annually.					
			4.8.1.3. To monitor and evaluate efficacy of WHC's ICT systems annually.					
4.9 Maintain high standards of financial and procurement management principles	4.9.1 WHC's financial management manual reviewed and implemented annually	CFO	4.9.1.1. To review WHC's finance and accounting manual by December, 2022.					
			4.9.1.2. To procure and install WHC's Fixed Assets software by June, 2022.					
			4.9.1.3. To prepare final accounts annually.					
			4.9.1.4. To facilitate external audit annually.					
	4.9.2 Compliancy to procurement requirements maintained annually	HPM U	4.9.2.1. To prepare and implement WHC's procurement plan annually.					
			4.9.2.2. To submit to PPRA the procurement plan by June annually.					
			4.9.2.3. To prepare and submit to PPRA quarterly procurement report.					
			4.9.2.4. To facilitate PPRA's procurement audit annually					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	4.9.3 WHC's annual report prepared annually	CFO	4.9.2.5. To monitor and evaluate WHC's compliancy to procurement regulations annually					
			4.9.3.1. To conduct management review meetings annually					
			4.9.3.2. To prepare WHC's annual report					
			4.9.3.3. To print/publish the approved annual report					
			4.9.3.4. To disseminate the annual report to key stakeholders annually					
	4.9.4 WHC's budget prepared annually	FAM	4.9.4.1. To conduct management review meetings annually					
			4.9.4.2. To prepare WHC's annual budget by April annually					
			4.9.4.3. To implement the approved budget annually					
			4.9.4.4. To monitor and evaluate implementation of approved budget quarterly					
	4.10 Enhance Internal Control, Risk Management and Governance processes.	PACO	4.10.1.1. To prepare and implement Internal Audit Plan annually.					
			4.10.1.2. To prepare/review Internal Audit tools annually.					
		PACO	4.10.2.1. To conduct organizational-wise risk awareness annually					
			4.10.2.2. To facilitate risk identification annually.					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
4.11 Enhance Public knowledge and understanding of WHC's functions			4.10.2.3.To facilitate preparation/update of Risk Register annually.					
			4.10.2.4.To evaluate adequacy of Risk Management practices annually.					
	4.11.1 WHC's IEC Programme reviewed by 2022	PRSO	4.11.1.1 To review WHC's IEC programme document by September, 2021					
			4.11.1.2 To disseminate the reviewed document by June, 2022.					
			4.11.1.3 To implement the IEC programme annually.					
			4.11.1.4 To monitor and evaluate efficacy of the IEC programme.					
	4.11.2 WHC's Corporate Social Responsibility Programme developed and implemented annually	PRSO	4.11.2.1 To prepare and implement the CSR programme annually.					

Strategies	Targets	Respo nsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	4.11.3 WHC’s Client Service Charter operational by June, 2022	PRSO	4.11.2.2 To monitor and evaluate efficacy of the CSR programme annually.					
			4.11.3.1 To conduct client satisfaction survey by September, 2021					
			4.11.3.2 To develop and operationalise WHC’s Client Service Charter by July, 2022					
			4.11.3.3 To monitor and evaluate the Client Service Charter annually					
Objective E	Intervention addressing crosscutting issues enhanced			FIVE YEAR PROGRAMME				
Outcome Indicators	iv. Staff satisfaction levels with WHC’s interventions in crosscutting issues against targets v. Trend in the number of reported corruption incidents vi. Number of gender mainstreaming initiatives implemented against set targets							
Strategies	Targets	Respo nsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
5.1. Develop and implement WHC's Action Plan on the	5.1.1. HIV/AIDS and other pandemic diseases intervention activities implemented	CFO	5.1.1.1. To conduct sessions to sensitise voluntary testing and counselling.					
			5.1.1.2. To provide assistance to staff					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
National HIV/AIDS Prevention Strategy, other pandemics and non-communicable diseases.	annually		tested positive and voluntarily reporting annually.					
			5.1.1.3. To ensure contractors comply with HIV/AIDs interventions in their respective sites.					
			5.1.1.4. To monitor and evaluate HIV/AIDs intervention activities annually.					
	5.1.2. Interventions to combat prevalence of other pandemics developed and implemented annually.	CFO	5.1.2.1. To conduct staff awareness programmes on combating pandemics (e.g. COVID-19) annually					
			5.1.2.2. To institute measures to combat COVID-19 at all work places annually					
			5.1.2.3. To monitor and evaluate efficacy of programmes to combat COVID-19 annually.					
	5.1.3. Interventions to combat prevalence of non-communicable diseases implemented annually.	CFO	5.1.3.1. To conduct staff awareness programmes on non-communicable diseases annually					
			5.1.3.2. To institute measures to promote WHC staff fitness programme.					
			5.1.3.3. To monitor and evaluate efficacy of programmes to promote staff healthy living styles annually					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
5.2. Develop and implement WHC's activities to implement the Anti-corruption Strategy.	5.2.1. Interventions to implement the National Corruption Strategy implemented annually.		5.2.1.1. To identify and develop activities to promote integrity among WHC staff annually.					
			5.2.1.2. To monitor efficacy of WHC's interventions in combating corrupt practices at the work place.					
5.3. Develop and implement activities for gender mainstreaming in WHC operations.	5.3.1. Interventions on Gender mainstreaming in WHC's operations implemented annually.		5.3.1.1. To identify issues for gender mainstreaming annually.					
			5.3.1.2. To develop and implement activities for gender mainstreaming annually.					
			5.3.1.3. To monitor implementation of gender mainstreaming annually.					

APPENDIX II

WHC's Results Matrix: July 2021 – June 2026

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASE LINE DATA (June 2021)	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A	10,000 customers empowered to own affordable homes or serviced plots by June 2026.	i. % age of sold houses against constructed houses	This indicator assesses WHC's capacity to sell its houses. The higher the percentage of houses sold, the higher the performance and vice versa	Information will be collected from Estate and marketing units records	SMCO	Quarterly											
		ii. % age of serviced plots sold against target	This indicator measures WHC's capacity to sell its serviced plots. The higher the percentage of plots sold, the higher the performance and vice versa	Information will be collected from Estate and marketing units records	SEO	Quarterly											
		iii. % age of customers' housing demand met	This indicator measures WHC's capacity to meet its customers' demand. The higher the percentage of customers' demand for houses met, the higher the performance and vice versa	Information will be collected from marketing unit records	SMCO	Quarterly											
		iv. % age of customers' serviced plots demand met	This indicator measures WHC's capacity to meet customers' demand for serviced plots. The higher the percentage of customers' demand for serviced plots met, the higher the performance and vice versa	Information will be collected from Estate unit records	SEO	Quarterly											
		v. WHC's average sales price vs market price	This indicator measures WHC's ability to compete in the real estate market. The lower the cost of WHC's Houses the higher the performance and vice versa	Information will be collected through housing market price survey conducted by Marketing unit	SMCO	Bi-annually	To be collected by Dec 2021										

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASE LINE DATA (June 2021)	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		vi. Customer satisfaction levels with WHC's houses and serviced plots.	This indicator measures WHC's ability to satisfy customers' felt needs. The higher customer satisfaction rate, the higher the capacity and vice versa	Information will be collected through client service satisfaction survey conducted by Marketing unit	PRSO	Bi-annually	To be collected by Dec 2021										
B	Adequate resources for construction of affordable houses, serviced plots and wealth creation mobilized;	i. Ratio of revenue collected from construction, consultancy and property management functions	This indicator measures WHC's capacity to generate revenue from innovative interventions. The higher the ratio, the higher the capacity and vice versa	Information will be collected from financial records	CFO	Annually	eGA project										
		ii. Number of additional Investors to REIT Fund against target	This indicator measures WHC's ability to raise additional resources for its core functions. The higher the number of additional investors the higher the performance and vice versa	Information will be collected from financial records	CFO	Annually										

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASE LINE DATA (June 2021)	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		iii. Amount of fund collected from CIS Investors against target	This indicator measures WHC's ability to raise additional resources. The higher the amount of fund collected, the higher the performance and vice versa	Information will be collected from financial records	CFO	Annually										
		iv. CMSA assessment report	This indicator measures WHC's capacity to comply with CMSA conditions. The higher the level of compliance, the higher the performance and vice versa	Information will be collected from financial records	CFO	Quarterly										
		v. % age of unit titles processed	This indicator measures WHC's ability to facilitate customers to acquire unit titles. The higher the ratio, the higher the capacity and vice versa.	Information will be collected from legal unit records	PLO	Quarterly										
		vi. Trend of supplementary schemes managed	This indicator measures WHC's ability to raise supplementary resources. The higher the number of supplementary, the higher the capacity and vice versa.	Information will be collected from financial records	CFO	Annually											

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASE LINE DATA (June 2021)	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
C	REIT and CIS Investors' returns maximized	i. % of actual return on investment against target	This indicator measures WHC's ability to maximize investment returns. The higher the returns, the better the performance and vice versa.	Information will be collected from financial records	CFO	Annually											
		ii. Ratio of revenue generated from investments in the financial market against target	This indicator measures WHC's ability to generate revenue from financial markets. The higher the rate, the better the performance and vice versa.	Information will be collected from financial records	CFO	Annually											
D	WHC's functions efficiently and effectively managed	i. Staff turnover level	This indicator measures WHC's ability to attract and retain staff. The lower the turnover the better and vice versa.	Information will be collected from Human Resource records	HRAO	Annually											
		ii. Type of CAG audit report obtained	This indicator measures WHC's ability to comply with Governance and Financial Principles. Clean Audit opinion indicates high compliance and vice versa.	Information will be collected from CAG report and opinion.	CFO	Annually											
		iii. Type of PPRA audit report obtained	This indicator measures WHC's ability to comply with Procurement Procedures and Regulations. The higher the score the higher the compliance level and vice versa.	Information will be collected from PPRA report and score.	HPMU	Annually											

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASE LINE DATA (June 2021)	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		iv. % age of staff satisfactorily attaining set targets	This indicator measures staff ability to attain set goals. The higher OPRAS scores achieved the better and vice versa.	Information will be collected from OPRAS reports.	HRAO	Annually											
		v. Number of computerized WHC's Management Information Systems against target	This indicator measures WHC's ability to improve its service delivery through the use of Information Technology. The more service delivery improvement from technological applications the better and vice versa.	Information will be collected from ICT records.	SICTO	Annually											
		vi. Satisfaction level with WHC's Staff welfare programmes	This indicator measures WHC ability to meet staff expectations. The higher staff satisfaction rate with welfare programmes the better and vice versa.	Information will be collected from HR records.	HRAO	Annually											
		vii. Customers' satisfaction levels with WHC's service delivery	This indicator measures WHC's ability to meet customer tastes and preferences. The higher the rate the better and vice versa.	Information will be collected from customer satisfaction survey reports.	PRSO	After three years											
		viii. Number of Corporate Social Responsibility interventions implemented vs set targets.	This indicator measures WHC ability to implement planned social responsibility interventions. The higher the implementation level the better and vice versa.	Information will be collected from PR records.	PRSO	Annually											
		ix. Trend of visitors accessing WHC's Website and Social Media pages	This indicator measures WHC's ability to publicize itself through its Website and Social Media. The higher the number of visitors accessing the website and social pages the better and vice versa.	Information will be obtained from the website and social media pages as collected by PRSO.	PRSO	Quarterly											

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASE LINE DATA (June 2021)	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		x. % of customers made aware of WHC's functions through IEC Programmes	This indicator measures the effectiveness of WHC's IEC Programmes. The higher the rate of customers informed from in-house IEC programmes the better and vice versa.	Information will be collected from customer satisfaction survey reports.	PRSO	After three years											
E	Intervention addressing crosscutting issues enhanced	i. Staff satisfaction levels with WHC's interventions in crosscutting issues against targets	This indicator measures WHC's ability to implement crosscutting interventions at the work place. The higher the staff satisfaction levels the better and vice versa.	Information will be collected from administration records	CFO	Annually											
		ii. Trend in the number of reported corruption incidents	This indicator measures WHC's ability to combat corruption. The lower the rate the better and vice versa.	Information will be recorded from administration records	CFO	Quarterly											
		iii. Number of gender mainstreaming initiatives implemented against set targets	This indicator measures WHC's ability to implement planned gender mainstreaming initiatives. The higher the rate the better and vice versa.	Information will be recorded from administration records	CFO	Quarterly											