



2026-2028

Strategic Plan



Introduction

This Three-Year Strategic Plan (2026–2028) provides a clear policy and implementation framework to guide TASOTA’s operations, advocacy, and development initiatives in line with national tourism priorities, industry needs, and international best practices.

Organizational Background

The Tanzania Society of Travel Agents (TASOTA) is the recognized umbrella body for travel agents in Tanzania. Established in 1980 as the successor to the East African Society of Travel Agents founded in 1956, TASOTA is the country’s only membership organization for travel agents, representing over 70 agencies, more than 50 of which are IATA-accredited. All members operate under TASOTA’s Constitution and Code of Ethical and Professional Standards, which promote professional integrity, consumer protection, and self-regulation within a framework of free and fair trade.

As the society strives to achieve its vision of being the leading travel trade organization in Tanzania, TASOTA will focus on lobbying and advocacy, building strategic partnerships, strengthening and expanding membership, enhancing its presence in both public and private sectors, promoting industry self-regulation, and building institutional and member capacity.

TASOTA is a member of the Universal Federation of Travel Agents’ Associations (UFTAA) and the Tourism Confederation of Tanzania (TCT), and works closely with key government institutions including the Ministry of Transport (MoT), the Ministry of Natural Resources and Tourism (MNRT), and the Tanzania Tourism Board (TTB), as well as aviation stakeholders such as the Board of Airline Representatives and the Tanzania Airports Authority (TAA).



The association also plays a central role in empowering travel agencies through providing them with relevant industry information, education programs and business networking opportunities.

In particular, the major objectives of TASOTA are to:

1. To promote and protect the interests of TASOTA and its members;
2. To communicate the concerns of its members and to lobby at government, public and private sector level for actions that address the same;
3. To act on behalf of its members in discussions and negotiations on industry specific issues;
4. To continuously review and appraise the needs of its members so as to provide them with meaningful services and benefits;
5. To promote the highest code of ethical and professional standards of its members in their dealings with consumers and each other;
6. To facilitate access to training, information and promotional materials for its members in a way that promotes their effective participation in the industry;
7. To network with other bodies or organizations with similar business interests at both national and international level, and to leverage the relationships arising out of these alignments for the benefit of its members; and
8. To continuously create awareness of the TASOTA brand and value.



VISION

To be a credible, influential, and sustainable professional body representing travel agents in Tanzania.

MISSION

To promote professionalism, effective representation, strategic partnerships, capacity development, and social responsibility within the travel agency sector.





MAIN STRATEGIC AREAS

Focus Areas: Strategic Pillars, Objectives AND KPIs

01 Quality & Ethics

To enhance professionalism, compliance, and ethical conduct among TASOTA members.

02 Influence & Representation

To strengthen TASOTA's engagement with government, regulators, and regional and international tourism bodies.

03 Partnerships Building

To create sustainable commercial and strategic partnerships that add value to members.

04 Capacity Development

To strengthen skills, competencies, and leadership within the travel agency sector.

05 Corporate Social Responsibility (CSR)

To contribute to social development through education and community support initiatives.

06 Sustainability & Financial Growth

To ensure financial sustainability, institutional stability, and good governance.



STRATEGIC FOCUS AREAS, KEY INTERVENTIONS AND KPI'S

01 Quality & Ethics

To enhance professionalism, compliance, and ethical conduct among TASOTA members.

Key Interventions:

1. Undertake a comprehensive constitutional review to address governance gaps, regulatory compliance, and long-term sustainability of the Society;
2. Form a specialized Constitution Review Subcommittee with clear terms of reference, timelines, and member consultation mechanisms;
3. Position TASOTA as a trusted and influential brand in the industry, ensuring that the society's reputation, interests, and ethics are strongly associated with quality, professionalism, and integrity;
4. Strengthen member cohesion by ensuring non-IATA members are fully integrated into TASOTA programs, advocacy efforts, and decision-making processes, reinforcing the principle of no member left behind;
5. Promote mutual respect, transparency and dialogue amongst TASOTA members and industry stakeholders and consumers.

KPIs & Targets:

1. Drafted and finalize constitution by Year 1;
2. Adopted by Year 2;
3. 50% of active members sign Constitution;
4. Verified member directory published on TASOTA website (Q1 of Year 1);
5. Official TASOTA branding toolkit (logos and usage guidelines) developed and approved



STRATEGIC FOCUS AREAS, KEY INTERVENTIONS AND KPI'S

02 Influence & Representation

To strengthen TASOTA's engagement with government, regulators, and regional and international tourism bodies.

Key Interventions:

1. Schedule and conduct regular, structured engagement meetings with key government and regulatory institutions, including MNRT, TTB, TCAA, and TAA;
2. Strengthen collaboration with the national carrier, Air Tanzania Company Limited (ATCL) and other airlines to support industry growth, connectivity, and member engagement;
3. Deepen partnerships with national and regional tourism and aviation associations, including TCT, IATA, TATO, and EAA (AESATA, RATA, KATA, TUGATA), to advance coordinated advocacy and sector development;
4. Expand international collaboration and representation through engagement with tourism bodies and industry stakeholders in key source markets, including Turkey, South Africa, UAE, India, and Qatar;
5. Organize structured networking and knowledge-sharing events featuring guest speakers to enhance stakeholder engagement, capacity building, and industry dialogue.

KPIs & Targets:

1. Minimum of 4 scheduled formal engagement meetings per year with key policy makers- MNRT, TTB, TCAA, TCT and TAA;
2. Representation in a minimum of 3 international tourism forums or engagements;
3. At least 2 structured networking or stakeholder engagement events per year with guest speakers from government, industry, or international bodies



STRATEGIC FOCUS AREAS, KEY INTERVENTIONS AND KPI'S

03 Partnerships Building

To create sustainable commercial and strategic partnerships that add value to members.

Key Interventions:

1. Establish and strengthen commercial partnerships with airlines, airline managers, hotels, GDS providers, and technology partners to deliver exclusive benefits and services to TASOTA members.
2. Develop structured strategic collaborations with key sector associations, including TCT, IATA, TAOA, TATO, and AESATA, to advance shared industry priorities and joint initiatives.
3. Design and implement partnership frameworks that ensure mutual value, transparency, and measurable benefits for TASOTA members.
4. Regularly engage partners through coordination meetings, joint promotions, and member-focused programs to sustain long-term relationships.

KPIs & Targets:

1. At least 4 formal engagement meetings per year with ATCL;
2. At least 2 other partner engagements - airlines; international and domestic;
3. At least 2 formal meetings with TAOA.



STRATEGIC FOCUS AREAS, KEY INTERVENTIONS AND KPI'S

04 Capacity Development

To strengthen skills, competencies, and leadership within the travel agency sector.

Key Interventions:

1. Establish a TASOTA Training Institute Subcommittee with clear terms of reference to oversee the development, accreditation, and operationalization of the Training Institute.
2. Establish a TASOTA Training Institute framework to coordinate, standardize, and deliver industry-relevant training and capacity-building programs.
3. Design and implement Continuous Professional Development (CPD) programs to enhance technical, operational, and regulatory competencies among TASOTA members.
4. Engage with Digital Transformation companies for capacity building
5. Conduct periodic training needs assessments to ensure training programs are demand-driven and aligned with industry and regulatory requirements.
6. Collaborate with training institutions, regulators, and industry partners to support accreditation, certification, and quality assurance of training programs.

KPIs & Targets:

1. Develop Business Financial Plan for trustees and present to members
2. At least 3 trainings with digital transformation companies and 1-2 companies to present at AGM;
3. TASOTA Training Institute framework and implementation roadmap reviewed and approved by TASOTA membership (Q1 of Year 1);
4. Subcommittee Terms of Reference and workplan reviewed, validated, and approved by TASOTA members (Q1 of Year 1)
5. Accreditation or operational status of the TASOTA Training Institute achieved following member approval.



STRATEGIC FOCUS AREAS, KEY INTERVENTIONS AND KPI'S

05 Corporate Social Responsibility (CSR)

To contribute to social development through education and community support initiatives.

Key Interventions:

1. Support charitable initiatives, including education sponsorships for students, scholarships, and youth empowerment programs.
2. Partner with NGOs, community organizations, and relevant stakeholders to identify and implement impactful CSR programs.
3. Conduct fundraising activities to generate resources for CSR initiatives and ensure sustainability of programs.

KPIs & Targets:

1. CSR framework developed and approved by the Executive Committee (Year 1).
2. Minimum of two (2) CSR initiatives implemented annually, including education sponsorships and community programs.
3. Annual CSR impact report published, detailing activities, beneficiaries, and outcomes.
4. Partnerships established with at least two NGOs or community organizations per year to implement CSR activities.



STRATEGIC FOCUS AREAS, KEY INTERVENTIONS AND KPI'S

06 Sustainability & Financial Growth

To ensure financial sustainability, institutional stability, and good governance.

Key Interventions:

1. Diversify revenue streams through memberships, partnerships, sponsorships, and events;
2. Conduct member surveys and structured post-event feedback to guide decision-making and improve services;
3. Ensure major events are sponsor-funded (80-100%) through structured sponsorship packages and long-term partnerships;
4. Establish and grow a Reserve ("Rainy Day") for operational expenses;
5. Strengthen leadership engagement via member visits;
6. Implement financial discipline and surplus allocation policy, reserving 15-20% of annual surplus for sustainability and growth.
7. Implement budget controls and financial management policies;
8. Increase Promotion of Tanzania in Global Markets and Events;

KPIs & Targets:

1. Annual audited financial reports produced and shared with members.
2. Participate in key international tourism trade fairs and roadshows.
3. Achieve 10% annual membership growth;
4. Achieve 95% retention annually;