

THE UNITED REPUBLIC OF TANZANIA



TANZANIA FOOD AND NUTRITION CENTRE

STRATEGIC PLAN 2016/17 - 2020/21

*Dar es Salaam
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ABBREVIATIONS

CAG	Controller and Auditor General
CSO	Civil Society Organisation
DPs	Development Partners
MBNP	Mwanzo Bora Nutrition Program
MDGs	Millennium Development Goals
MoHCDGEC	Ministry of Health, Community Development, Gender, Elderly and Children
NGOs	Non-Governmental Organisations
NNS	National Nutrition Strategy
OPRAS	Open Performance Review and Appraisal System
PMO	Prime Minister's Office
PPA 2011	Public Procurement Act, 2011
SBCC	Social and Behavior Change Communication
SWOC/T	Strengths, Weaknesses, Opportunities and Challenges/Threats
SP	Strategic Plan
SUN	Scaling Up Nutrition
TACAIDS	Tanzania Commission for AIDS
TFDA	Tanzania Food and Drugs Authority
TFNC	Tanzania Food and Nutrition Centre
UN	United Nations
UNICEF	United Nations Children's Fund
UN-REACH	United Nations Renewed Efforts Against Child Hunger
USAID	United States Agency for International Development
WFP	World Food Program

WHO

World Health Organisation

ANI

Accelerating Nutrition Improvement

DEFINITIONS OF KEY TERMS

Key Performance Indicators (KPIs): are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organisation. Indicators include quantitative metrics such as process tracking and progress measurement.

Mission: explains why the institution exists and what it does. It defines the institutional core business as well its clients. Mission articulates the direction and scope of work of the institution.

Vision: A vision statement describes where an institution intends to be in the future. It describes what the institution believes in. Vision statement communicates an image of the future we seek to create and values of the institution (values are guiding beliefs about how things should be done).

Objective: describes an end state. Objective describes outcome or impact oriented, not output-oriented.

Target: is an agreed quantifiable performance level or change to be attained by a specific period. A target must be SMART.

S: Specific: Explicitly stated and leaving no room for differing interpretation;

M: Measurable: Quantifiable, often in terms of quantity, quality, timeliness, or cost;

A: Achievable: Are you attempting too much?

R: Realistic: Are facilities and resources available to achieve the Objective?

T: Time Bound: specifies a date by which it is to be achieved.

Outcome: is the result of something, or the way things end up. (are the effect or the change resulting from the intervention).

Impacts: are the longer-term consequences of the intervention

Performance Target: is how organisations measure the quality of its activities and services for each target.

Strategic Plan: be derived from all relevant status [Government mandates, instruments and establishing legislation. Clearly differentiates the institution from others by describing the organisational purpose and direction.

Strategic Planning: is a process that determines institution's broad strategic direction. It is a collective and participatory process, involving senior management, employees, and consultation with a wide range of stakeholders. It looks at the big picture from a long-term perspective.

Strategic Focus Area: a priority area, critical area or Key Result Areas (KRAs).

STATEMENT BY THE TFNC CHAIRPERSON

Tanzania Food and Nutrition Centre (TFNC) was established by the Government through Tanzania Food and Nutrition Act, 1973. This was in response to United Nations with a purpose of coordinating policy and action on nutrition primarily between agriculture and health under the “nutrition planning” movement. As a response to this prevailing trend, the Government of Tanzania set up the Tanzania Food and Nutrition Centre (TFNC) to oversee nutrition and nutrition related activities in the country.

In performing its duties, the Institution based on the following:

- (i) To comply with outlined objectives stipulated in the National Five Year Plan 2011/12 – 2015/16;
- (ii) The goals in the Tanzania’s Development Vision 2025;
- (iii) National Strategy for Growth and Reduction of Poverty II (NSGRP or MKUKUTA II); and
- (iv) Ruling Party’s Election Manifesto 2010 – 2015, all of which are geared to accelerating economic growth, reducing poverty, improving social welfare, good governance and accountability;
- (v) To reduce malnutrition issues in the country; and

To implement and operationalise the Institution's Organisation .

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**CHAIRPERSON
TANZANIA FOOD AND NUTRITION**

STATEMENT BY THE MANAGING DIRECTOR

Over the years TFNC have played a significant role in the promotion and advocacy of good nutrition and nutrition related activities. However, in recent times, our prominence and stature has dwindled. This was primarily due to not only lack of resources but also the high influx of nutrition players in the country.

This Plan will facilitate implementation of the national priorities outline in the Five Year Development Plan, the goals in the Tanzania's Development Vision 2025, National Strategy for Growth and Reduction of Poverty II (MKUKUTA II), Ruling Party's Election Manifesto 2015-2020 and UN Sustainable Development Goals. It also explains about an institution's broad direction forward, helps the Institution to plan and decide what it anticipates to achieve. The Plan further provides an opportunity to address fundamental questions on institution's strength, weaknesses, opportunities and challenges while focusing on day to day operations and take initiative to improve its performance.

The Institution has formulated its **vision**, **mission** and **core values** which are guidance in discharging its responsibilities as mandated. In addition, it has identified critical issues as basis for formulating objectives with their rationale, strategies, targets and key performance indicators.

The process of reviewing the Plan was participatory; heads of departments from within and other from independent institutions

were involved at the initial stage. Before finalisation of the document, other staffs were also involved.

I take this opportunity to appreciate the valuable contributions and efforts made by all who participated on finalisation of the document.

Dr. Joyceline E. Kaganda
MANAGING DIRECTOR

EXECUTIVE SUMMARY

The Strategic Plan 2016/17 - 2020/12 has taken note of the requirements and stipulations of National Planning Frameworks and policies on food and nutrition in the country. It has also taken on board a number of stakeholders' recommendations obtained from the situational analysis which was undertaken across government institutions through to and from post of document.

The document consists of four chapters, Chapter One describes the background, purpose, approach adopted and document layout. Chapter Two is about the situational analysis and comprises the Institution's mandate, roles and functions, performance review, recent initiatives, stakeholders' analysis, SWOC analysis, key issues and critical issues. Chapter Three is the plan itself. It gives the vision, mission, core values, objectives, targets and the result framework matrix. Chapter Four is about monitoring and evaluation framework that shall be used to monitor and evaluate implementation of the plan and attainment of its objectives. It embraces all issues of making a follow up on measuring performance and deviations if any during course of implementation.

The final section of the plan contained the Strategic Plan Matrix (Table Number 7) and the TFNC Organisation Structure.

CHAPTER ONE

1.0 INTRODUCTION

During 1950's nutrition activities were initiated by the Ministry responsible with Health in response to reports by Government on alarming increases in mortality rates, outbreak of diseases or occurrence of famine or any other developments which were attributed fully or partially to malnutrition. Consequently, a considerable amount of information was collected and more attention was drawn to nutrition. Furthermore, attempts at multi-sectoral approach to nutrition problems were made.

These and other developments in 1950s, led to the formation of the multi-sectoral Central Advisory Committee on Nutrition to review and advice on a wide range of nutritional questions. But it was not until 1961 when independence was attained that improvement of the nutritional status of the people was tackled as a major national issue.

Strong political support to nutrition work played a vital role in the development and extension of activities then as it still does today. In 1963, His Excellency President Julius K. Nyerere declared the intention of Government to fight malnutrition and invited all assistance possible from both inside and outside Tanzania.

In 1968, the President of Tanzania again reiterated the importance of nutrition to development and called for even more strenuous efforts to reach the children in the village especially through the MCH services.

The Ministry of Agriculture and to some extent the Ministry of Education, started nutrition units independent of the original one in the Ministry of Health. By 1969, 27 districts in 16 regions had already started their own units. Signs of confusion and conflict began to appear at this stage due to many and different ideas and activities prevailing within the country. No one had power to coordinate all units established. Eventually the idea of creating an independent food and nutrition institute to coordinate all food and nutrition activities emerged and it was accepted by most people involved in nutrition activities in the country. Swedish International Development Agency (SIDA) team was requested to work with Tanzanian nutritionists in formulating a proposal for this new institution. The team completed its work in 1972 and recommended a more field oriented coordinated centre which would work hand in hand with the staff of extension services on one side and scientist and leaders on the other. This model was approved by an Act of Parliament passed on November 21st and assented to by His Excellency the President Julius K. Nyerere on December 6th 1973 to become the Tanzania Food and Nutrition Centre (TFNC).

Tanzania Food and Nutrition Centre was established with a purpose of coordinating policy and action on nutrition primarily between agriculture and health under the “nutrition planning” movement to oversee nutrition matters in the country.

1.1 Background

Tanzania Food and Nutrition Centre have been preparing its Strategic Plans (SP) since 2005 to guide its implementation of

day-to-day activities. The Plans were prepared in line with Tanzania Development Vision 2025, the National Strategy for Growth and Reduction of Poverty, Tanzania Five Year Development Plan, Tanzania Long Term Perspective Plan (LTPP) – 2011/12 – 2025/26; Ruling Party Election Manifesto; UN's Millennium Development Goals.

1.2 Purpose of the Strategic Plan

Strategic Plan provides a strategic direction towards the Institution's improvement through actions to achieve its vision. It sets clear objectives and unifies the Institution around a shared vision, and guides decisions in the allocation of resources.

TFNC Strategic Plan for the year 2016/17 – 2020/21, specifically focuses on the improvement of nutrition and nutrition related services to the public. If this goal is achieved, it will contribute to sustainable development through well-nourished and healthy population. The Plan also stipulates targets, which will be implemented to achieve set objectives in order to attain the vision. For proper monitoring and evaluation of the Plan implementation, outcome indicators which will be used to measure the overall Institution's performance are stipulated.

1.3 Approach Adopted

The Strategic Plan 2016/2017 – 2020/2021 is a result of reviewed 2014 - 2018 Strategic Plan which was formulated using consultants and some technical staff in the Institution and some resourceful persons drawn from outside. Desk review of relevant

information was conducted and through group brainstorming approach. The desk review and performance reports were used to identify and document critical issues/factors that helped to redefine the Organisation's **vision**, **mission** and **core values**. In addition, the critical issues which were identified were very useful in setting up of objectives, strategies and targets under each objective with their respective Performance Indicators.

Each of the objectives identified was scrutinised and given priority according to critical success factors with the view that the overall success is realised by specifying and clarifying the plan's implementation roles and responsibilities. It is therefore in no doubt that regular reviews on status of the implementation of the Strategic Plan are consolidated.

1.4 Document Layout

This Strategic Plan consists of four chapters and two annexes as follows:

Chapter One describes the background, purpose, approach adopted and document layout. Chapter Two provides the situational analysis and comprises the Institution mandate, roles and functions, performance review, recent initiatives, stakeholders' analysis, SWOC/T analysis, key issues and critical issues while Chapter Three is the Plan itself. It gives the vision, mission, core values, objectives, strategies, targets and the Result Framework Matrix.

Chapter Four narrates the monitoring and evaluation framework that will be used to monitor and evaluate implementation of the Plan and attainment of objectives. It embraces all issues of making a follow up on measuring performance and deviations if any during course of implementation. Finally, the TFNC Organisation Structure and the Strategic Plan Matrix (Table 6) are attached.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 Institutional Mandate

The Tanzania Food and Nutrition Centre is mandated to coordinate policy and actions on nutrition primarily between agriculture and health under the “nutrition planning” movement.

2.2 Roles and Functions

The Institution is charged with the roles of advising the Government and the public on all policy matters related to food and nutrition and regulating numerous different actors with a view of promoting nutrition in the country.

Specific roles and functions of the Institution are stipulated in the Tanzania Food and Nutrition Act, 1973 as follows:

- (a) To plan and initiate food and nutrition programme for the benefit of the people of the United Republic of Tanzania;
- (b) To undertake review and revision of food and nutrition programmes;
- (c) To provide facilities for training in subjects relating to food and nutrition and prescribed conditions which must be satisfied before any diploma, certificate or other award which may be granted in any such subject upon completion of any training undertaken by the Centre or other educational institution in the United Republic of Tanzania;

- (d) To carry out research in matters relating to food and nutrition;
- (e) To advise the Government, the schools and other public organisations on matters relating to food and nutrition;
- (f) To stimulate and promote, amongst the people of the United Republic of Tanzania, an awareness of the importance of balanced diet and of the dangers of malnutrition;
- (g) To gain public confidence in the methods suggested by the Centre for the correction or avoidance of malnutrition;
- (h) In collaboration with the Ministry responsible for Development Planning, to formulate, for incorporation in the national development plans, plans relating to food and nutrition for the benefit of the people of the United Republic of Tanzania;
- (i) In collaboration with the producer, manufacturers and distributors of articles of food, to ensure proper nutritional value of the food marketed in the United Republic of Tanzania or exported to foreign countries;
- (j) To make available to the Government and the people of the United Republic of Tanzania its findings on any research carried out by it on matters affecting nutrition;
- (k) To participate in international conference, seminars and discussions on matters relating to food or nutrition; and

- (1) To do all such acts and things, and enter into all such contracts and transactions, as are, in the opinion of the Governing Board, expedient or necessary for the discharge of functions of the centre.

2.3 Performance Review

This performance review is on the implementation of the Institution's Strategic Plan 2014 - 2018. The review conducted has, among other things, involved an internal assessment of institutional operational performance in terms of the vision, mission, objectives and targets set; the organisation structure; institutional mandates; roles and functions; and the capacity to deliver services to the general public.

2.3.1 Vision, Mission and Core Values

The vision and mission of the TFNC as was articulated in the Medium Term Strategic Plan 2014 - 2018 were as follows.

The Vision

To be the centre of excellence providing strategic leadership in nutrition to our clients and partners, within and outside the country.

The Mission

Provide quality nutrition services aimed at the prevention and control of malnutrition in Tanzania and provide proactive support to the Government in nutrition.

Core Values

- Quality;
- Team Work;
- Commitment;
- Transparent;
- Trust;
- Integrity; and
- Partnership

2.3.3 Objectives, Targets, Achievements, Constraints and Way forward

Objectives

There were ten objectives that were set to be achieved during the specified period as follows:

- A: Mobilise resources for financial sustainability;
- B: Improve efficiency, effectiveness and accountability of financial systems and controls;
- C: Develop and review food and nutrition guidelines, strategies, protocols, regulations and standards;
- D: Strengthen planning and budgeting for nutrition at national and council levels;
- E: Strengthen coordination of nutrition and nutrition related activities;

F: Establish and maintain a national nutrition information system;

G: Improve information management system;

H: Improve capacity of both existing and new staff on new developments;

I: Improve staff performance management system; and

J: Improve staff welfare and incentive mechanism

OBJECTIVES A

Mobilise resources for financial sustainability

For us to become the center of excellence we envision ourselves to be, we need to mobilise resources to become financially sustainable by 2018. Having enough resources will enable us to implement our programmes and cover our operating costs. In our previous strategic plan, we had included strategies to develop our capacity in terms of human and financial resources, infrastructure and equipment. However, this was not fully implemented.

The strategies that were put in place for the Objective A were the following:

(i) To write proposals for conducting consultancies so as to raise funds;

- (ii) To enter agreement with potential Partners to support us in the implementation of the NNS;
- (iii) To strengthen the relationship with existing donors. (Stakeholder Management); and
- (iv) Form partnership with the private sector to develop TFNC's properties located in prime areas of Dar es Salaam Business District/Centre.

Targets set to achieve the objective were the following:

- (i) Write proposals for conducting consultancies. We will equip 15 of our technical staff with proposal writing skills which they will use to seek consultancy opportunities by submitting to donors a minimum of 15 proposals and have at least five winning proposals each year;
- (ii) Sign up agreements with new potential partners to support us in the implementation of the NNS. We as an institution will reach out to these development partners and establish working relationships with them;
- (iii) Strengthen the relationship with existing and other prospective donors. This will enable us to gain back the donors confidence and with that provide us more support in the implementation of the NNS; and
- (iv) Form partnership with the private sector to develop TFNC's properties located in Upanga and TFNC Headquarters.

The established Key Performance Indicators were the following.

- (i) Write a minimum of 15 proposals to provide consultancy;
- (ii) A minimum of 5 proposals won and consultancy services conducted;
- (iii) A minimum of 5 proposals won and consultancy services conducted;
- (iv) A minimum of 5 proposals won and consultancy services conducted;
- (v) A minimum of 5 proposals won and consultancy services conducted;
- (vi) Reach out to the development partners and establish working relationships with them;
- (vii) Sign an MOU with the development partners to support implementation of NNS for one year;
- (viii) Sign an MOU with two more development partners to support implementation of NNS for two years;
- (ix) To extend the agreement with these development partners for another two years;
- (x) Open communication channels and become more proactive in engaging with the existing donors;
- (xi) There is increased transparency and the donors more willing to support to TFNC in implementing the NNS;

- (xii) There is increased support from the donors to TFNC in the implementation of the NNS;
- (xiii) TFNC has a strong partnership with the donors in the implementation of the NNS;
- (xiv) Establish ownership;
- (xv) Identify key firms they want to partner with;
- (xvi) Procurement Process for the firm to partner with;
- (xvii) Enter into an MOU with the firm; and
- (xviii) Begin developing the property.

The performance review, conducted for this particular Objective revealed the following achievements:

Five proposals were written and three consultancy works were conducted.

Over the period, more than 15 members of technical staff were trained on proposal writing skills and the plan to continue training more staff is ongoing. The training increased the number of staff who are capable of initiating and negotiating on projects with donors.

TFNC built a strong working relationship with development partners in nutrition. Over the financial year 2014/2015 the Centre signed agreements of more than **TZS 3.2 billion** with

development partners to support implementation of the NNS which contributed to more than 80 percentage of the annual budget.

The review identified the following constraints to achieving this Objective.

Delay in establishment of Governing Board hindered decision on properties' developments. Also, existence of bureaucracy on Public Private Partnership delayed in reaching agreement on TFNC estates development.

OBJECTIVE B

Improve efficiency, effectiveness and accountability of financial systems and controls

Having good financial systems will ensure that work gets done fast and at a lower cost. It will also increase the accuracy of financial operations and hence their efficiency and the effectiveness. With efficient systems, resources will be prioritized accordingly, increasing the visibility on how the money is spent. Increased visibility will increase the accountability of the staff and reduce wastage of resources. Our targets for this strategy are

The strategies that were put in place for the Objective B are the following:

- (i) To automate the financial systems; and
- (ii) To improve financial controls.

Targets set to achieve the Objective, included the following:

- (i) Automate the financial system. An automated financial system will enable us to link the disbursed funds with the priorities as per the annual budget hence eliminating misallocation of funds. An automated financial system will also increase the accountability because of the increased visibility of the allocations; and
- (ii) Enhance financial controls. Strong financial controls will allow for reliable financial reporting at the Centre, which will allow for more solid financial management of operations. Strong controls also ensure accuracy of financial data and protect the funds from potential frauds.

The established Key Performance Indicators were the following:

- (i) Computerised accounting system is in place and the staff have been trained to use it;
- (ii) Timely, accurate and comprehensive financial statements produced;
- (iii) Clean audit reports from internal and external auditors with accordance with the PFA and its regulations received;
- (iv) Review and update the financial systems, processes and procedures;
- (v) Enforce compliance to the financial controls; and
- (vi) Financial systems and control are efficient, effective, transparent and accountable.

The performance review, conducted for this particular Objective revealed the following achievements.

Pastel Accounting System was installed and staff were trained on its use. This contributed to the improvement of internal controls and management of financial resources of the Centre.

The review identified constraints to achieving more for the objective B, which were:

Inadequate knowledge in computer application among accounting staff hindered effective utilisation of the Pastel System. In addition, most of the accountant staff are aged which jeopardises sustainability in the utilisation of the System.

OBJECTIVE C

Develop and review food and nutrition guidelines, strategies, protocols, regulations and standards

As part of its responsibility in implementing the NNS, TNFC will provide strategic leadership at the national level which will include developing and reviewing food and nutrition guidelines, strategies, protocols and standards. TFNC does not have the mandate to enforce food and nutrition guidelines and this role is mandated to TFDA. This will harmonise and guide efforts employed by all nutrition players in the country.

The strategies that were set for the objective C were the following:

- (i) To review and disseminate the National Food and Nutrition Policy to key stakeholders at National, and Local Government Authority levels;
- (ii) To review the NNS to key stakeholders at National and Local Government levels; and
- (iii) To disseminate the Social and Behaviour Change Communication (SBCC) strategy at National and Local Government levels.

Targets set to achieve the Objective were:

- (i) Review and disseminate Food and Nutrition Policy and related guidelines, protocols, regulations and standards to key stakeholders at National and LGA;
- (ii) Review and disseminate NNS and SBCC to key stakeholders at National and LGAs; and
- (iii) Strengthen Multisectoral coordination and collaboration in the implementation of NNS and SBCC.

Established key performance indicators were:

- (i) The National Food and Nutrition Policy is disseminated to key stakeholders at National, and Local Government Authority levels;
- (ii) There is harmonisation of the key stakeholders at National, and Local Government Authority levels in terms of the

standards and protocols which guide them and the nutrition strategies they implement;

- (iii) Review the NNS to key stakeholders at National and Local Government levels;
- (iv) The NNS has been disseminated to the key stakeholders who have included the nutrition component in their annual budget;
- (v) The multi-sectoral coordination and collaboration has been strengthened in the execution of the NNS;
- (vi) Dissemination of SBCC to the National Focal Persons and other TFNC staff not aware;
- (vii) Producing advocacy tools (posters, fliers, calendars, videos etc.); and
- (viii) Dissemination of SBCC to the National Focal Persons and other TFNC staff not aware of SBCC.

The achievements attained for the Objective, during the period under review, include:

Draft Tanzania Food and Nutrition Policy and Implementation Strategy were finalised and submitted to the Ministry of Health and Social Welfare.

The Centre in collaboration with UN-REACH harmonised Nutrition Stakeholders Mapping Tools which had been developed

by TFNC. The aim of the Tool was to find out who does what and where in nutrition. Using harmonised Tool the Centre conducted a pilot testing in Morogoro Rural and Urban Districts of Morogoro Region. After the pilot test, the tool was used to conduct mapping exercise in Mbeya City Council and District Councils of Makambako, Kilolo, Mvomero, Mpwapwa, Nzega, Muheza, Kahama, Kibaha and Kilwa. All partners from the mapped Councils were implementing nutrition interventions in alignment with Government priorities as identified in the NNS.

The Centre in collaboration with other partners developed and continued coordination of implementation of National Nutrition Strategy (NNS) which was launched in 2011. Implementation of NNS has continuously been monitored through joint multi-sectoral review.

The review aimed at analysing and documenting progress, challenges, and lessons learned from the implementation of the recommendations of the previous year review. Review meetings draw participants from MDAs, RS, LGAs, Development Partners, CSOs, Academic Institutions and the Media. So far, two review meetings were conducted involving a total of 340 participants. These meetings were chaired by Permanent Secretary, Prime Minister's Office. Other meetings conducted Nutrition Multisectoral Technical Working Groups and Consultative Group meetings (IDD, IMAM, IYCF, Anemia, Vit A, NFFA, NNSBCC).

Other achievements include:

- Training materials on Baby Friendly Hospital Initiative produced and distributed to all councils of Shinyanga and Lindi Regions;
- Food fortification guidelines reviewed, printed and disseminated to stakeholders;
- Development of Draft Guideline on Child Health and Nutrition Months (CHNM) and Facilitators Training Manual on CHNM;
- Review of guidelines for Micronutrient Supplementation;
- Development of Draft Guidelines and Facilitators Manual for SMEs on formulation of cereal/legume blended flour;
- Review of National SBCC parent kit and Development of Draft Guideline on the use of the kit; and
- Stakeholders meeting on HIV/AIDS and nutrition, Cassava Adding Value for Africa (C:AVA).
- Increased public awareness on appropriate child feeding practices through commemoration of World breast feeding week;

Identified constraints to achieving more for the Objective include:

Insufficient funds and untimely disbursement.

Objective D

Strengthen planning and budgeting for nutrition at national and council levels

TFNC will provide technical guidance to the focal nutrition persons at national and council levels. These focal nutrition persons will be responsible for identifying the key nutrition problems, designing nutrition interventions, integrating them into the national and council plans and budgets, and overseeing implementation.

The strategies that were put in place for the objective D were the following:

- (i) Conduct monitoring for assessing the impact of planning and budgeting training provided to nutrition officers at council level; and
- (ii) To build strategic capacity by providing nutrition guidelines that will assist the nutrition officers in carrying out their duties.

Targets set to achieve the Objective included:

- (i) Build strategic capacity by providing nutrition guidelines that will assist the focal nutrition persons in carrying out their duties;
- (ii) Build operational capacity by equipping the focal nutrition persons with the knowledge, skills and competencies for them to give adequate support in nutrition; and

(iii) Develop and mainstream nutrition indicators in relevant sectoral programs and plans where they will be used to monitor and evaluate nutrition activities and trends.

The established key performance indicators were the follows:

- (i) All nutrition officers at council level assessed on their ability to plan and budget for nutrition activities in their councils;
- (ii) Planning and budgeting for nutrition guideline reviewed and distributed to district nutrition officers; and
- (iii) Planning and budgeting for nutrition guideline is known to all district nutrition officers and are used in their daily operations.

The achievements attained for the Objective during the period under review, include:

In the effort to strengthen monitoring and evaluation of nutrition activities and trend at different levels the Centre developed and launched nutrition score card which involves collection of nutrition indicators in relevant sectorial programs and plans. Currently, indicators are monitored in Health, Agricultural, Water, Education, Livestock, Commerce and Industries and Community Development sectors. To strengthen community capacity on the use of nutrition score card, TFNC conducted an orientation workshop for 72 Government staff from Mbeya, Iringa , Njombe and Zanzibar.

The Centre developed Nutrition Planning and Budgeting Guideline for Councils. The purpose was to assist councils in identifying key actions to include in their annual plans and budgets to address malnutrition. More than 2000 copies of the guideline were produced and distributed to all councils.

The Centre in collaboration with stakeholders and partners in nutrition conducted zonal advocacy meetings on Planning and Budgeting for Nutrition at Council level. Participants included Regional and District Nutrition Officers, District Planning Officers, Regional and District Cold Chain Officers, Regional and District Reproductive and Child Health Coordinators. The Centre managed to train a total of 1500 personnel from 26 regions in 169 councils of Mainland Tanzania.

TFNC has also managed to integrate nutrition indicators in the Food and Nutrition Security vulnerability Assessment Information System which is coordinated by PMO Disaster Management Department as well as Financial tracking system of the Ministry of Finance and Planning.

186 regional and district nutrition officers from all regions and councils in Mainland Tanzania and Zanzibar were trained on management and implementation of nutrition interventions.

Other achievements include:

- Nutrition guidelines (Nutrition and HIV, Management of Acute Malnutrition) were disseminated through advocacy sessions to all District Executive Directors in Mainland Tanzania;

- Training of 186 regional and district nutrition officers from all regions and councils in Tanzania mainland and Zanzibar was conducted;
- Supportive supervision and mentorship on Baby Friendly Hospital Initiative (BFHI) in 14 district hospitals;
- 105 health care providers from four regions trained as trainers for NACS;
- Supportive supervision and mentorship on Nutrition Assessment Counselling and Support (NACS) in five regions;
- 199 community workers from four regions trained on NACS;
- Supportive supervision and mentorship on Nutrition Assessment Counselling and Support (NACS) conducted in five regions;
- A total of 900 members of CHMTs from all councils of Mainland Tanzania were trained on Child Health Nutrition Month (CHNM) services that include importance of vitamin A supplementation, deworming and screening of nutritional status using MUAC tapes to children aged 6 to 59 months. Prior to this 44 National team that also include Regional Nutrition Officers were trained on CHNM services so that they can train CHMT members;
- 23 health care providers trained on infant and young child feeding counselling and 46 others trained as trainers;

- Supportive supervision was conducted on inpatient management of severe acute malnutrition in all referral hospitals and 4 regional and 4 district hospitals;
- Training of 355 health care providers on management of acute malnutrition using ready to use therapeutic food (RUTF) in PLHIV and under-five children was conducted in Lindi, Mtwara and Tanga regions;
- Training of 56 trainers (TOTs) and cascade training to 188 health care providers on inpatient management of severe acute malnutrition in under-five children were conducted in Lindi, Iringa, Njombe, Mbeya, Shinyanga, Ruvuma, Simiyu and Morogoro regions;
- Training of 188 health care providers on outpatient management of severe acute malnutrition in under-five children in Kilwa, Kishapu, Kahama, Ruangwa, Nachingwea, Lindi Rural district councils and Lindi and Shinyanga Municipal conducted;
- Supportive supervision on management of acute malnutrition using ready to use therapeutic food (RUTF) conducted to 879 health care providers from 210 health facilities in Lindi, Mtwara and Tanga regions;

Identified constraints to achieving more for the Objective were:
Insufficient funds and untimely disbursement.

Objective E

Strengthen coordination of nutrition and nutrition related activities

Well-coordinated nutrition and nutrition related activities will ensure that the resources are widely spread out to tackle most nutrition issues hence having a bigger impact on reduction of malnutrition. Our previous strategic plan did not have strategies to coordinate nutrition and its related activities. However with our role to spearhead the NNS, being able to coordinate nutrition and nutrition related activities is key to successfully implement the NNS.

The strategies that were put for the objective D were the following:

- (i) To review our mandate to us give us more authority to coordinate all the nutrition and nutrition related activities; and
- (ii) To review our organisation structure to be more flexible to coordinate the nutrition and nutrition related activities and ultimately fully implement the NNS.

Targets set to achieve the Objective included the following:

- (i) Review our mandate to us give us more authority to coordinate all the nutrition and nutrition related activities;
- (ii) Review our organisation structure to be more flexible to coordinate the nutrition and nutrition related activities and ultimately fully implement the NNS; and

(iii) Review scheme of services and staff regulations.

The established key performance indicators were the following.

No indicator set

The achievements attained for the Objective, during the period under review, include.

The identified constraints to achieving more for the Objective include:

Targets do not address the objective.

Objective F

Establish and maintain a National Nutrition Information System

The National Nutrition Information System will make nutrition information readily available not only to our staff but to other stakeholders and key nutrition players. Nutrition information should comprise national surveys, routine data from key sectors such as Health and Agriculture and program data that is often not captured through routine government system. This information will be used to monitor the nutrition activities, set priorities and make decisions accordingly. Having nutrition information system will greatly reduce duplication of efforts

The strategies put in place for the objective F was as follows.

- (i) To develop and maintain a national nutrition database which will store all the relevant nutrition information and make it readily available to the stakeholders; and
- (ii) To collect, analyse and make available relevant nutrition data that the stakeholders will use for nutrition planning.

Targets set to achieve the objective, included the following.

- (i) Develop and maintain a national nutrition database which will store all the relevant nutrition information and make it readily available to the stakeholders; and
- (ii) Establish and maintain nutrition surveillance systems.
- (iii) The established key performance indicators were the following.
- (iii) The database continuously updated with new information;
- (iv) The database continuously updated with new information;
- (v) The database continuously updated with new information;
- (vi) The database continuously updated with new information;
- (vii) The database continuously updated with new information;
- and
- (viii) The achievements attained for the Objective, during the period under review, include.

In 2014 the Centre conducted the first ever done nutrition survey using Standardised Monitoring and Assessment of Relief and Transitions (SMART) methodology results showed gradual decline of stunting levels among children aged between 6-59 months in the country. The survey covered 25 regions of Mainland Tanzania and five in Zanzibar covering a total of 15,618 children under five years.

The Centre through WHO supported ANI project, reviewed and integrated additional nutrition indicators in the Health Management Information System (HMIS). In order to facilitate this, a total number of 840 health workers in Shinyanga and Lindi Regions were trained on data collection and recording and analysis of nutrition indicators which were integrated into district health management information system.

TFNC also integrated nutrition indicators in the Food and Nutrition Security vulnerability Assessment Information System which is coordinated by PMO, Disaster Management Department as well as Financial Tracking System under the Treasury.

The identified constraints to achieving more for the objective were.

Objective G

Improve information management system

A good information system will ensure a smooth flow of information between TFNC and its stakeholders. This way, TFNC can be able to coordinate the nutrition activities better. A good

information management system will also ensure that the TFNC strategy trickles down smoothly to the departments so that every staff plays their role for successful implementation of the strategy

The strategies put in place for the Objective F were:

- (i) Develop a comprehensive communication plan for TFNC and its stakeholders;
- (ii) Develop and Install an IT system; and
- (iii) To assess training needs via a detailed skills audit for all technical staff.

Targets set to achieve the Objective included the following.

- (i) Develop a comprehensive communication plan which will be used both internally and with external stakeholders to ensure smooth flow of information and better coordination of the nutrition players and activities; and
- (ii) Develop and install IT systems which will facilitate smooth flow of information both within TFNC and with TFNC stakeholders.

The established key performance indicators were the following.

- (i) Communication plan is implemented and relevant information is being shared with the staff and the stakeholders;
- (ii) Nutrition activities are better coordinated because there is a smooth flow of information;

- (iii) TFNC is working well with other nutrition stakeholders in the implementation of the NNS;
- (iv) Procure IT hardware and software;
- (v) Procure network accessories;
- (vi) Recruit full time IT personnel;
- (vii) Train the staff;
- (viii) Implement the training plan;
- (ix) Review the training plan and update it accordingly;
- (x) Review the training plan and update it accordingly;
- (xi) Review the training plan and update it accordingly; and
- (xii) Review the training plan and update it accordingly.

The achievements attained for the objective, during the period under review, include.

The identified constraints to achieving more for the objective include.

Objective H

Improve capacity of both existing and new staff on new developments

Building the capacity of the staff will equip them with the technical knowledge to tackle nutrition issues which are

constantly emerging in the Tanzanian nutrition scene. Previously, TFNC only offered short –courses, seminars and workshops to its staff to sharpen the skills of the staff.

The strategies put in place for the objective were the following.

- (i) To establish partnerships or collaboration with institutions which provide scholarship opportunities preferably outside the country giving the staff the exposure they need; and
- (ii) To mobilise financial resources to train our staff and build their capacity on new developments in the nutrition scene

Targets set to achieve the objective, included the following.

- (i) Assess training needs via a detailed skills audit for all technical staff;
- (ii) Establish partnerships or collaboration with institutions which provide scholarship opportunities preferably outside the country giving the staff the exposure they need;
- (iii) Mobilise financial resources to train our staff and build their capacity on new developments in the nutrition scene; and
- (iv) Develop a succession plan for the retiring staff.

The established key performance indicators were the following.

- (i) Partner with other institution and exchange programme;
- (ii) 5 scholarships and 10 exchange programme secured;

- (iii) 5 scholarships and 10 exchange programme secured;
- (iv) 5 scholarships and 10 exchange programme secured;
- (v) All training needs have been addressed and staff are performing at optimal level;
- (vi) 25 percentage of the needed funds secured and staff sent for training;
- (vii) 25 percentage of the needed funds secured and staff sent for training;
- (viii) 25 percentage of the needed funds secured and staff sent for training;
- (ix) 25 percentage of the needed funds secured and staff sent for training; and
- (x) All training needs have been addressed and staff are performing at optimal level.

The Achievements attained for the objective, during the period under review, include.

- (i) Training needs assessment was conducted for all staff; and
- (ii) Good relationship and arrangements with development partners were established and support on capacity building for staff members are provided. As a result, number of staff were

enabled to participate in training based on the needs earlier assessed.

The identified constraints to achieving more for the objective include.

Lack of succession and training plan; and

Dependency on development partners for training support.

Objective I

Improve staff performance management system

A good staff performance management system is important because it links the overall TFNC objectives to the day to day operations of the staff. A good performance management system will not only highlight the staff's achievements and development areas, it will also link performance to reward system hence motivating the staff to perform better.

The strategies put in place for the Objective F were the following:

- (i) To implement the Open Performance Appraisal and Review System (OPRAS); and
- (ii) To link performance to the reward system so as to motivate the staff to perform at their best so as to achieve the overall TNFC objectives.

Targets set to achieve the objective, included the following.

- (i) Fully implement the Open Performance Appraisal and Review System (OPRAS); and
- (ii) Link performance to the reward system so as to motivate the staff to perform at their best so as to achieve the overall TFNC objectives.

The established key performance indicators were the following

- (i) OPRAS implemented, clear objectives are set and performance is monitored bi-annually;
- (ii) Staff accountability is increased and development areas are identified and worked on;
- (iii) Roll out the reward system;
- (iv) The previous performance is rewarded and staff motivation increased; and
- (v) Efficiency and productivity increased.

The Achievements attained for the Objective, during the period under review, include

Most of staff were trained on Open Performance Review and Appraisal System (OPRAS).

The identified constraints to achieving more for the objective include.

Lack of correlation between objectives and set targets hampers the task of formulating objectives and targets including appraising staff in OPRAS.

Objective J

Improve staff welfare and incentive mechanism

Improving the staff welfare and incentive mechanism will not only motivate our staff to perform better, it will also make them feel valued. Seeing that they are valued, our staff will to work more productively putting TFNC's needs first instead of their own.

The strategy put in place to for the objective F was:

To provide a conducive working environment to our staff by renovating the buildings and providing our staff with the necessary equipment for them to work comfortably.

Targets set to achieve the objective, included the following.

- (i) Provide a conducive working environment to our staff by renovating the buildings and providing our staff with the necessary equipment for them to work comfortably; and
- (ii) Review TFNC staff regulations.

The established key performance indicators were the following.

- (i) Minimal capital requirements needs have been addressed and mobilise resources to address the needs with high capital requirements;

- (ii) 20 percentage of working environment has been improved and continue mobilising resources;
- (iii) 30 percentage of working environment has been improved and continue mobilising resources;
- (iv) 25 percentage of working environment has been improved and continue mobilising resources; and
- (v) 25 percentage of working environment has been improved and continue mobilising resources.

The Achievements attained for the objective, during the period under review, include.

Review of TFNC staff regulations is ongoing, a number of issues have been noted for improvement.

The identified Constraints to achieving more for the objective include.

TFNC buildings have continued to deteriorate due to lack of funds to rehabilitate them. As a results working environment have become hazardous and not sufficient to accommodate all staff members. Majority of staff have no working tools and equipment.

2.4 Recent Initiatives

Opportunities for new partnership have been explored.

2.5 Stakeholders' Analysis

Stakeholders' analysis enables the Institution to identify services it offers and expectations of the key stakeholders. The analysis is crucial in identifying key issues that are central in meeting the expectations from stakeholders. TFNC's key stakeholders and their expectations are described in Table 1.

Table 1: Stakeholders' Analysis

S/NO	STAKEHOLDER	SERVICES OFFERED	EXPECTATIONS
1	General Public	Awareness and education on food and nutrition	Information on food and nutrition in relation to health
2	Ministries, Independent Departments and Agencies (MDAs)	<ul style="list-style-type: none"> • Update on nutrition situation; • Advice on matters related to food and nutrition; • Review of food and nutrition programmes; and • Initiate food and nutrition programme for the benefit of the people of the United Republic. 	<ul style="list-style-type: none"> • Update on nutrition situation; • Advise on matters related to food and nutrition; and • Draft food and nutrition programmes.
3	LGAs	<ul style="list-style-type: none"> • Provision of nutritional supplies and working tools including guidelines; • Training on provision of nutritional services; and • Technical support on implementation of nutrition service. 	<ul style="list-style-type: none"> • Nutritional supplies; • Work guidelines and nutrition educational materials; and • Financial assistance
4	Academic and Research Institutions	<ul style="list-style-type: none"> • Facilities and conditions for training in subjects relating to food and nutrition; and • Information about areas 	<ul style="list-style-type: none"> • Relevant content on food and nutrition for incorporation into curricula; • Field support for

S/NO	STAKEHOLDER	SERVICES OFFERED	EXPECTATIONS
		needing research in food and nutrition.	students; <ul style="list-style-type: none"> • Laboratory services; and • Research work on food and nutrition.
5	CSOs	<ul style="list-style-type: none"> • Guidelines for implementation of food and nutrition activities; • Technical support on training; and • Coordination of implementation of food and nutrition activities. 	<ul style="list-style-type: none"> • Training and provision of food and nutrition educational materials; • Directives and advices; and • Nutritional supplies and working tools including guidelines.
6	The Parliament	<ul style="list-style-type: none"> • Awareness on food and nutrition; and • Food and nutrition educational materials. 	Awareness on food and nutrition including educational materials.
7	DPs	<ul style="list-style-type: none"> • Updates on food and nutrition situation; and • Donor funds implementation reports 	<ul style="list-style-type: none"> • Proper and efficient use of funds; • Updates on food and nutrition situation; • Priority areas for intervention; and • Timely implementation of activities and submission of reports
8	Mass Media	<ul style="list-style-type: none"> • Information on food and nutrition; • Awareness on food and nutrition issues; and • Food and nutrition educational materials. 	<ul style="list-style-type: none"> • Information on food and nutrition including educational materials; and • Clarification on food and nutrition issues.
9	Politicians	<ul style="list-style-type: none"> • Awareness on food and nutrition; and • Food and nutrition educational materials. 	Awareness on food and nutrition including educational materials.

S/NO	STAKEHOLDER	SERVICES OFFERED	EXPECTATIONS
10	Private Sector	<ul style="list-style-type: none"> • Advice on nutritional values of products; • Awareness on food and nutrition issues; • Information on food and nutrition issues; and • Technical support. 	<ul style="list-style-type: none"> • Advice on nutritional values of products; • Information on food and nutrition issues; and • Technical support.

2.6 SWOC/T Analysis

SWOC/T Analysis was conducted at internal and external environment of the Institution in order to identify strengths, weaknesses, opportunities and threats. Findings of the analysis are shown in Table 2.

Table No. 2: SWOC/T Analysis

S/N	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES/THREATS
1	Organisational capacity/ Innovativeness	<ul style="list-style-type: none"> Trained human resources; Presence of Social and Behaviour Change Communication (SBCC) Strategy; Organised management team; Existence of Food and Nutrition Act; and Existence of an ICT system. 	<ul style="list-style-type: none"> Limited skills among staff on ICT; Limited awareness on public service rules and regulations among staff; Limited number of working tools and office space; Staff turnover; Limited awareness on roles and functions of TFNC among staff; Absence of Food and Nutrition Regulations; Absence of Risk Management Register; and Absence of Training Program; and Absence of approved TFNC organisation structure. 	<ul style="list-style-type: none"> Availability of trained manpower in the market; Existence of Public Sector Reforms and Initiatives e.g. Client service charter, Employee Performance Review System; and Existence of National Food and Nutrition Policy including National Nutrition Strategy. 	<ul style="list-style-type: none"> Delay in filling vacant posts; Inadequate financial resources; and High dependency on external funding; Inadequate and untimely disbursement of Government funds.
2	Client perspective	<ul style="list-style-type: none"> Existence of suggestion box; Knowledge and skills for handling clients; Existence of potential client's database; and Existence of Chemical, Biochemical and Biological Laboratory. 	<ul style="list-style-type: none"> Absence of complain handling system; Absence of customer service desk; Absence of Client Service Charter; and Absence of file track recoding system. 	Increase in public awareness and demand for food and nutrition services.	<ul style="list-style-type: none"> Complaints received sometimes beyond Institution's mandate and/or capacity; Limited public awareness on the roles and functions of TFNC; and No clear demarcation between TFNC functions and those of other stakeholders.
3	Process perspective		<ul style="list-style-type: none"> Weak Monitoring and Evaluation system; Weak complaints management system; and Inconsistence between institution plans and implementations. 	<ul style="list-style-type: none"> Availability of Integrated Financial Management System (IFMS) and Lawson; Existence of National ICT broadband backbone; 	<ul style="list-style-type: none"> Lengthy and cumbersome processes e. g procurement; policy and legislation formulation. Rapid technological changes.

S/N	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES/THREATS
				<ul style="list-style-type: none"> • Existence of communication media; and • Existence of National and International strategic frameworks and guidelines. 	
4	Stakeholder's perspectives	<ul style="list-style-type: none"> • Presence of TFNC's mandate and stipulated functions; • Existence of skilled human resource in food and nutrition; and • Organised management team to handle stakeholder needs and expectations. 	Lack of nutritional database	<ul style="list-style-type: none"> • Presence of Development Partners; and • Presence of other food and nutrition players. 	<ul style="list-style-type: none"> • Poor coordination of nutritional actors; • Inability for Government to meet funding obligation especially 'counterpart funds'; • Limited awareness on roles and functions of TFNC among stakeholders.

2.7 Key Issues

Key issues are concerns which were raised during the SWOC/T exercise. These issues were scrutinised and the most serious ones were identified as following:

- (i) Staff welfare;
- (ii) Staff motivation;
- (iii) Staff capacity;
- (iv) Staff performance;
- (v) Weak planning and budgeting;
- (vi) Lack of national nutritional information system;
- (vii) Inadequate funding;
- (viii) Out-dated/lack of food and nutritional policy, guidelines, strategies, protocols, regulations and standards;
- (ix) Weak coordination of nutritional activities;
- (x) Inadequate research on nutrition and nutrition related activities;
- (xi) Unsatisfactory training in subjects relating to food and nutrition and prescribed conditions which must be satisfied before any award and weak dissemination of food and nutrition programmes to the public; and

(xii) Inadequate working tools.

2.8 Critical Issues

Critical issues are problems which were analysed during the Key Issue exercise. These needs immediate attentions, and objectives in these Plan were developed based on these critical issues. These are:

- (i) Weak coordination of nutritional activities;
- (ii) Out-dated/ lack of food and nutritional guidelines, strategies, protocols, regulations and standards;
- (iii) Weak planning and budgeting including inadequate funding and financial controls;
- (iv) Poor Institutional capacity of both staff and working equipment;
- (v) Poor staff welfare and incentive;
- (vi) Inadequate research on nutrition and nutrition related activities;
- (vii) Unsatisfactory training in subjects relating to food and nutrition a and prescribed conditions which must be satisfied before any award and weak dissemination of food and nutrition programmes to the public;
- (viii) Inadequate working tools; and
- (ix) Nutrition Information System.

CHAPTER THREE

3.0 THE PLAN

This Chapter describes the Vision, Mission, Core Values, Objectives, Strategies and Targets.

3.1 Vision and Mission

TFNC is responsible for guiding, coordinating and catalysing nutrition activities in the country. It's her responsibility to monitor performance of institutions conducting nutrition activities.

Vision

To become centre of excellence providing strategic leadership for the elimination of all forms of malnutrition in the country.

The Mission Statement

To coordinate and provide nutrition services intended to prevent and control malnutrition in Tanzania.

3.2 Core Values

Core values are beliefs, ethics and qualities, which will enable the Institution to implement its mission and finally attain its vision. The Institution's core values are: accountability, effectiveness, transparency, professionalism, integrity and responsibility. These Core Values are elaborated in Table 3.

Table 3: Core Values

CORE VALUES	DESCRIPTION
Accountability	We will use legal, policy and ethical standards to underscore the importance of holding individuals accountable in the use of public funds and making progress on intended results.
Effectiveness	We will create clear linkages between employees and top management performance to efficiently and effectively contribute to the organisational success.
Transparency	We will provide information on food and nutrition to the public in unprecedented level of openness and participation.
Professionalism	We will apply knowledge, skills, competencies and ethics in the discharge of our duties.
Integrity	We will adhere to values and ethics in providing services as described in the Institution's Client Service Charter.
Responsibility	We will take responsibility for our own successes and failures of being accountable to the Government and the public.

3.3 Motivational Values

Motivational values are internal and external factors that stimulate desire in people to be continually interested in and committed to a job and role, and to exert persistent effort in attaining a common goal. TFNC's motivational values are: team work and customer focus as described in Table 4.

Table 4: Motivational Values

MOTIVATIONAL VALUE	DESCRIPTION
Team Work	We will use performance management systems to strengthen accountability for results, by putting emphasis on fostering the necessary collaboration, interaction and working together across the Institution's boundaries to achieve results.
Customer Focus	We will always treat our clients and customers with confidentiality. We are dedicated to the Institution's vision and mission and committed to listening, respecting and responding to our customers' needs.

3.3 Objectives, Strategies and Targets

From the critical issues derived in Para 2.8, six objectives were developed. In total eight objective forms the Plan including the two generic objectives. The derived objectives are:

- (i) Coordination of nutrition and nutrition related activities strengthened;
- (ii) Research and training on subjects related to food and nutrition improved;
- (iii) Food and nutrition programme for the benefit of the public strengthened;
- (iv) National nutrition information and data improved;
- (v) Planning, budgeting, financial controls and soliciting of funds strengthened; and
- (vi) Staff welfare and capacity enhanced;

Objective A:

Service improved and HIV/AIDS infections and non-communicable diseases reduce reduced

Tanzania Food and Nutrition Centre recognise the threat and negative impact of HIV/AIDS in services delivery. It is a serious threat to the survival and development of our nation. The impact of HIV/AIDS, pandemic on our society is catastrophic, over 70 percent of those who are infected and continue to die are

especially young professionals and energetic ones aged between 15 - 49 years. This is the most productive age group upon which the families and the nation depend for substance, production and development. For that reason the TFNC is addressing this problem by formulating various strategies and targets under this objective. The Institution plans to conduct situational analysis study so as to establish its status and impact as base for further interventions.

Strategies put in place to achieve the objective are:

- (i) Ensure that programme to fight the spread of HIV/AIDS is developed and implemented within the Institution; and
- (ii) Provide HIV/AIDS supportive services to ensure reduction of infection.

Developed targets to achieve the objective include:

- (i) Fora, meetings, seminars and workshops on HIV/AIDS conducted and attended by June, 2017;
- (ii) TFNC HIV/AIDS Action Plan and care programmes established and implemented by June, 2017;
- (iii) People living with HIV/AIDS identified and food supplements supplied by June, 2017;
- (iv) Access to Anti Retro Viral (ARVs) and preventives (condoms) for all staff increased by June 2017.

Key Performance Indicators

- (i) Number of Fora, meetings, seminars and workshops on HIV and AIDS including non-communicable diseases conducted;
- (ii) Percentage of people living with HIV and AIDS including non-communicable diseases identified; and
- (iii) Number of people living with HIV and AIDS including non-communicable diseases receiving help from the Institution.

Objective B:

Enhance, Sustain and Effective Implementation of the National Anti - Corruption Strategy

Corruption in public life undermines good governance and economic growth, distorts national development and retards the general welfare of citizens, particularly the poor and the vulnerable.

It is from this background that TFNC take into consideration to implement this Objective so as to eliminate corruption in order to realise its operating vision and mission.

Strategy put in place to achieve the objective is:

Strengthen measures to implement law, rules and regulations against corruption as stipulated in the National Anti-Corruption Strategy Action Plan (NACSAP).

Developed targets to achieve the objective include:

- (i) Develop and implement Client Service Charter by June, 2017;
- (ii) Improve customer care services by June, 2017; and
- (iii) Strengthen Integrity Committee by June, 2017.

Key Performance Indicators

- (i) Number of customers using Client Service Charter in integrity issues; and
- (ii) Number of Integrity Committee meetings conducted

Objective C:

Coordination of nutrition and nutrition related activities strengthened

Well co-ordinated nutrition and nutrition related activities will ensure that resources are widely spread out to tackle most nutrition issues hence having a bigger impact on reduction of malnutrition. Coordination of nutrition and nutrition related activities are basic to successful implementation of the Food and Nutrition Policy Implementation Strategy. In order to well coordinate these activities, TFNC will provide strategic leadership at the national level which will include developing and reviewing food and nutrition policies, guidelines, strategies, protocols and standards which will guide and harmonise the efforts employed by all nutrition players in the country.

Strategies set to for the Objective

- (i) Review out-dated policies, guidelines, strategies, protocols, standards and regulations;
- (ii) Develop new guidelines, strategies, protocols and standards and regulations;
- (iii) Establish zonal offices; and
- (iv) Conduct monitoring and evaluation on nutrition and nutrition related activities.

Targets to achieve the Objective

- (i) Out-dated policies, guidelines, strategies, protocols, standards and regulations reviewed by June, 2017;
- (ii) New guidelines, strategies, protocols and standards and regulations developed by June, 2018;
- (iii) Seven zonal offices at Eastern (Morogoro), Lake (Mwanza), Northern (Arusha), Central (Dodoma), Southern Highlands (Mbeya), South (Mtwara), Western (Tabora); and
- (iv) Four monitoring and evaluation exercises on food and nutrition and nutrition related activities within LGAs and other key players conducted by June, 2020.

Key Performance Indicators

- (i) Number of out-dated policies, guidelines, strategies, protocols and standards reviewed and operationalised;
- (ii) Number of guidelines, strategies, protocols and standards developed and operationalised;
- (iii) Number of M and E exercises conducted on food and nutrition related activities; and
- (iv) Number of zonal offices established.

Objective D:

Research and training on subjects related to food and nutrition improved

Main role of the TFNC is to carry out research in matters relating to food and nutrition and present the findings to the Government on matters affecting nutrition. The Institution is also required to provide facilities for training in subjects relating to food and nutrition and prescribed conditions which must be satisfied before any diploma, certificate or other award which may be granted in any such subject upon completion of any training undertaken by the Centre or other educational institution in the United Republic of Tanzania.

Strategies set to for the Objective

- (i) Capacity building on research on matters relating to food and nutrition; and

- (ii) Provide facilities for training in subjects relating to food and nutrition and prescribed conditions before any award.

Targets to achieve the Objective

- (i) Research plan on food and nutrition developed and operationalised by June, 2017;
- (ii) Ten Staff to conduct research on food and nutrition trained and equipped with necessary tools by June, 2017;
- (iii) Three researches on issues affecting nutrition conducted by June, 2017;
- (iv) Content for incorporation of food and nutrition issues into ~~xxxx~~ curricula developed and disseminated to relevant institutions by June, 2017; and
- (v) Four trainings on matters related to food and nutrition conducted by June, 2017.

Key Performance Indicators

- (i) Number of trained staff on nutrition issues; and
- (ii) Percentage of citizen aware of issues affecting nutrition.

Objective E:

Food and nutrition programmes for the benefit of the public strengthened

For this goal to be achieved there is a need to implement programmes on food and nutrition to the public. The Institution will be required to coordinate these programmes which are conducted by various stakeholders by developing a plan for implementing them. Some of these programmes include control of iodine deficiency disorders, control of vitamin A deficiency, control of nutritional anemia; food fortification, non-communicable, infant and young child nutrition and management of acute malnutrition diseases.

Strategies set for the Objective

- (i) Review and develop plan to conduct food and nutrition programme;
- (ii) Enhance capacity to implement programmes at different levels; and
- (iii) Conduct monitoring and evaluation.

Targets to achieve the Objective

- (i) Plan to conduct food and nutrition programmes reviewed and/or developed by June, 2017;
- (ii) Capacity (skills of one third of technical staff improved, tools and equipment increased two fold and funds increased by

20 percent) to implement programmes at different levels enhanced annually by June, 2021; and

- (iii) Four monitoring and evaluation to all programmes conducted by June, 2021.

Key Performance Indicators

- (i) Number of plans developed and/or reviewed;
- (ii) Percentage of technical staff trained to implement programmes;
- (iii) Percentage of newly acquired tools and equipment;
- (iv) Percentage of funds received; and
- (v) Number of monitoring and evaluation conducted.

Objective F:

National food and nutrition information and data improved

In order to have a well informed nation on issues pertaining to food and nutrition, there is a need to improve the existing national food and nutrition information and data. Nutrition data originate from routine collection, surveillance and surveys. Processed data will be used to monitor food and nutrition interventions, set priorities and decision making. Furthermore, a national nutrition information system will be established to make nutrition information easily available to the Government, nutrition stakeholders, the public and other players and reduce duplication.

Strategies set for the Objective

- (i) Establish a national food and nutrition information system; and
- (ii) Collect, analyse, store and disseminate food and nutrition information and data to relevant stakeholders.

Targets to achieve the Objective

- (i) National food and nutrition Information system developed and operationalised by June, 2018; and
- (ii) Basic data on food and nutrition collected, analysed, stored and disseminated to stakeholders by June, 2021.

Key Performance Indicators

Types and number of data collected, analysed, stored and disseminated to stakeholders.

Objective G

Planning, budgeting, financial controls and soliciting of funds strengthened

TFNC is required to provide technical guidance to the nutrition officers at national and council levels. These nutrition officers will be responsible for identifying key nutrition problems, designing nutrition interventions, integrating them into the national and council plans and budgets, and overseeing their implementation. In addition to developing plans and budgets, a good financial systems is a prerequisite to ensure that work gets done fast,

better and at a lower cost. It will also increase the accuracy of financial operations and hence their efficiency and effectiveness. With efficient systems, resources will be prioritised accordingly, increasing the visibility on how the money is spent. Increased visibility will increase the accountability of the staff and reduce wastage of resources.

Strategies set for the Objective

- (i) Provide technical guidance to the focal nutrition persons at national and council levels;
- (ii) Prepare plan and budget for the TFNC and councils;
- (iii) Improve financial controls;
- (iv) Solicit funds from new sources; and
- (v) Engage partnership in investment.

Targets to achieve the Objective

- (i) 44 Zonal orientation sessions on plan and budget for regional and council management teams conducted by June, 2021;
- (ii) Institution's plan and budget prepared by February annually;
- (iii) Risk register developed and operationalised by June, 2017;
- (iv) Existing and new financial systems installed and operationalised by June, 2018;
- (v) Funds from new sources acquired by June, 2018; and

- (vi) Partnership with potential investors signed on construction of office building including renovation and equipping food and nutrition laboratory by June, 2020.

Key Performance Indicators

- (i) Number of regional and council staff oriented;
- (ii) Prepared MTEF;
- (iii) Developed risk register;
- (iv) Operational financial systems; and
- (v) Amount of funds; and
- (vi) Number of contracts and agreements.

Objective H

Staff welfare and capacity enhanced

Building capacity of the staff will equip them with the technical knowledge to tackle nutrition issues which are constantly emerging in the country. Capacity can be in the form of education, development or training. In order for the TFNC staff to deliver good results, installation of Performance Management System ((PMS – service delivery surveys; self-assessment; strategic plan; operational plan (MTEF) action plan; client service charter; OPRAS; and monitoring and evaluation)) is important. A good performance management system with the eight pillars will not only highlight the staff's achievements and development

areas, it will also link performance to reward system, improve staff welfare and motivate them to perform better.

Strategies set for the Objective

- (i) Conduct training needs assessment and develop a comprehensive training plan;
- (ii) Develop motivational and reward mechanism;
- (iii) Install performance management system.

Targets to achieve the Objective

- (i) Comprehensive TFNC staff training plan developed and operationalised by June, 2017;
- (ii) Motivational and reward mechanism developed and operationalised by June, 2017;
- (iii) TFNC Scheme of Service and Staff Regulations reviewed and operationalised by June, 2017; and
- (iv) Performance management system installed and operationalised by June, 2017.

Key Performance Indicators

- (i) Number of trained staff;
- (ii) Number of PMS pillars installed and operationalised;
- (iii) Percentage of satisfied staff.

4.0 MONITORING AND EVALUATION PLAN

Monitoring and evaluation framework that shall be used to monitor and evaluate the implementation of the TFNC Plan and attainment of its objectives is shown in Table 5. It embraces all issues of making a follow up on measuring performance and deviations if any during the course of implementation.

Table 5: Monitoring and Evaluation Plan

SN	Indicator	Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
1	Number of Fora, meetings, seminars and workshops on HIV and AIDS including non-communicable diseases conducted	Total count of Fora , meetings, seminars and workshops conducted	2016	NA	1	1	1	1	1	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DNET
2	Percentage of people living with HIV and AIDS including non-communicable diseases identified	Number of people living with HIV and AIDS and NCDs identified compared to total number of TFNC staff	2016	NA	2	3	3	4	4	Administration	Testing	Semi-Annual	Administration Report	Annually	DFPA
3	Number of people living with HIV and AIDS including non-communicable diseases receiving help from the Institution	Number of people living with HIV and AIDS and NCDs received help from the institution compared to identified people	2016	NA	2	3	3	4	4	Accountant	Payment Voucher	Monthly	Accountants Report	Quarterly	DFPA

SN	Indicator	Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
4	Number of customers using Client Service Charter in integrity issues	Number of customers identified using Client Service Charter in integrity issues compared to nutrition stakeholders	2016	NA	20	30	40	40	60	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DFPA
6	Number of Integrity Committee meetings conducted	Number of meetings conducted on Integrity Committee	2016	NA	4	4	4	4	4	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DFPA
7	Number of out-dated policies, guidelines, strategies, protocols and standards reviewed and operationalis ed	Number of out-dated policies, guidelines, strategies protocols and standards reviewed and operationalis ed out of the available documents	2015	3	5	5	5	5	5	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DNPP
8	Number of guidelines, strategies, protocols and standards developed and operationalis ed	Percentage of policies, guidelines, strategies protocols and standards reviewed and operationalis ed out of the	2015	2	2	2	2	3	3	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DNPP

SN	Indicator	Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
		available documents													
9	Number of M and E exercises conducted on food and nutrition related activities	Number of M and E exercise conducted out of the available activities	2015	4	4	4	4	4	4	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DNPP
10	Number of zonal offices established	Percentage of zonal offices established compared to the number of offices targeted	2016	NA	2	2	3			Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	MD
11	Number of trained staff on nutrition issues	Number of trained staff on nutrition compared to total number of TFNC staff	2015	2	5	5	5	5	5	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	DNPP
12	Number of researches on nutrition issues conducted	Number of research on nutrition funded out of the proposed	2016	NA	2	3	3	3	3	Research Reports	Activity Reports	Annually	Quarterly Reports	Annually	DNPP
13	Number of trainings on matters related to food and nutrition conducted	Number of trainings related to food and nutrition conducted compared to all training	2015	15	20	20	20	25	25	Quarterly Reports	Activity Reports	quarterly	Quarterly Reports	Quarterly	All Departments

SN	Indicator	Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
		conducted by TFNC													
14	Number of plans developed and/or reviewed	Number of plans developed and /or reviewed annually	2015	1	1	1	1	1	1	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	DNPP
15	Percentage of technical staff trained to implement programmes	Number of technical staff trained to implement programmes compared to total number of TFNC staff	2016	NA	5	5	7	8	10	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	All Departments
16	Percentage of newly acquired tools and equipment	Number of newly acquired tools and equipment verses total number of TFNC staff	2016	NA	5	5	6	6	8	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	All Departments
17	Percentage of funds received	Total funds received compared to funds allocated to TFNC	2015	24%	40 %	50 %	60 %	70 %	80 %	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	DFPA
18	Number of monitoring and evaluation conducted	Number of monitoring and evaluation conducted annually	2016	NA	1	1	1	1	1	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	DNPP

SN	Indicator	Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
19	Types and number of data collected, analysed, stored and disseminated to stakeholders.	Type and number of data collected, analysed, stored and disseminated to stakeholders annually	2014	1	1	1	1	1	1	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	DNPP
20	Number of regional and council staff oriented	Number of regional and council staff oriented out of the total number of regional and council staff	2015	700	700	715	720	720	720	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Annually	DNPP
22	Prepared MTEF	MTEF developed	2015	1	1	1	1	1	1	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	DNPP
23	Developed risk register	Number of risk registered developed	2016	NA	1	1	1	1	1	Quarterly Reports	Activity Reports	Annually	Quarterly Reports	Annually	DFPA
24	Operational financial systems	Development and operationalization of financial system	2016	1	1	1	1	1	1	Financial Reports and Quarterly Reports	Availability of the system	Daily	Financial Reports	Daily	DFPA
25	Amount of funds	Total number of funds located in the budget annually	2016	300 million	300 ml	400 ml	450 ml	500 ml	500 ml	Financial Reports and Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DFPA
26	Number of contracts	Number of contracts and	2016	1	2	2	3	3	3	Financial Reports	Activity Reports	Annually	Annual Reports	Quarterly	MD

SN	Indicator	Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	and agreements	agreements signed annually								and Quarterly Reports					
27	Number of trained staff	Number of staff trained annually compared to total number of TFNC staff	2016	NA	4	6	8	8	9	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DNET
28	Number of PMS pillars installed and operationalised	Number of PMS pillars installed and operationalised annually	2015	122											
29	Percentage of satisfied staff	Number of satisfied staff compared to total number of TFNC staff	2015	30	30	30	30	30	30	Quarterly Reports	Activity Reports	Quarterly	Quarterly Reports	Quarterly	DFPA

Table 6: Strategic Plan Matrix

S/No	Objective	Strategies	Targets	Key Performance Indicators	Responsible
A	Service improved and HIV/AIDS infections reduce reduced	Ensure that programme to fight the spread of HIV and AIDS including non-communicable diseases is developed and implemented within the Institution	Fora, meetings, seminars and workshops on HIV and AIDS including non-communicable diseases conducted and attended by June, 2017	Number of Fora, meetings, seminars and workshops on HIV and AIDS including non-communicable diseases conducted	
			TFNC HIV and AIDS including non-communicable diseases Action Plan and care programmes established and implemented by June, 2017		
		Provide HIV and AIDS including non-communicable diseases supportive services to ensure reduction of infection	People living with HIV and AIDS including non-communicable diseases identified and food supplements supplied by June, 2017	Percentage of people living with HIV and AIDS including non-communicable diseases identified	
			Access to Anti Retro Viral (ARVs) and preventives (condoms) for all staff increased by June 2017	Number of people living with HIV and AIDS including non-communicable diseases receiving help from the Institution.	
B	Enhance, Sustain and Effective Implementation of the National Anti - Corruption Strategy	Strengthen measures to implement law, rules and regulations against corruption as stipulated in the National Anti-Corruption Strategy Action	Develop and implement Client Service Charter by June, 2017	Number of customers using Client Service Charter in integrity issues	

		Plan (NACSAP)			
			Improve customer care services by June, 2017		
			Strengthen Integrity Committee by June, 2017	Number of Integrity Committee meetings conducted.	
C	Coordination of nutrition and nutrition related activities strengthened	Review out-dated policies, guidelines, strategies, protocols, standards and regulations	Out-dated policies, guidelines, strategies, protocols, standards and regulations reviewed by June, 2017	Number of out-dated policies, guidelines, strategies, protocols and standards reviewed and operationalised	
		Develop new guidelines, strategies, protocols and standards and regulations	New guidelines, strategies, protocols and standards and regulations developed by June, 2018	Number of guidelines, strategies, protocols and standards developed and operationalised	
		Establish zonal offices	Seven zonal offices at Eastern (Morogoro), Lake (Mwanza), Northern (Arusha), Central (Dodoma), Southern Highlands (Mbeya), South (Mtwara), Western (Tabora)	Number of zonal offices established	
		Conduct monitoring and evaluation on nutrition and nutrition related activities	Four monitoring and evaluation exercises on food and nutrition and nutrition related activities within LGAs and other key players conducted by June, 2020	Number of M and E exercises conducted on food and nutrition related activities	
D	Research and training on subjects related to food and nutrition improved	Capacity building on research on matters relating to food and nutrition	Research plan on food and nutrition developed and operationalised by June, 2017		
			Three researches on issues affecting nutrition conducted by June, 2017	Number of researches on nutrition issues conducted	

		Provide facilities for training in subjects relating to food and nutrition and prescribed conditions before any award.		Number of trainings on matters related to food and nutrition conducted	
			Content for incorporation of food and nutrition issues into xxxx curricula developed and disseminated to relevant institutions by June, 2017		
			Four trainings on matters related to food and nutrition conducted by June, 2017		
E	Food and nutrition programme for the benefit of the public strengthened	Review and develop plan to conduct food and nutrition programme	Plan to conduct food and nutrition programmes reviewed and/or developed by June, 2017.	Number of plans developed and/or reviewed	
		Enhance capacity to implement programmes at different levels	Capacity (skills of one third of technical staff improved, tools and equipment increased two fold and funds increased by 20 percent) to implement programmes at different levels enhanced annually by June, 2021	Percentage of technical staff trained to implement programmes	
				Percentage of newly acquired tools and equipment	
				Percentage of funds received	
		Conduct monitoring and evaluation	Four monitoring and evaluation to all programmes conducted by June, 2021	Number of monitoring and evaluation conducted.	
F	National food and nutrition information and data improved	Establish a national food and nutrition information system	National food and nutrition Information system developed and operationalised by June, 2018	Types and number of data collected, analysed, stored and	

				disseminated to stakeholders.	
		Collect, analyse, store and disseminate food and nutrition information and data to relevant stakeholders	Basic data on food and nutrition collected, analysed, stored and disseminated to stakeholders by June, 2021.		
G	Planning, budgeting, financial controls and soliciting of funds strengthened	Provide technical guidance to the focal nutrition persons at national and council levels	44 Zonal orientation sessions on plan and budget for regional and council management teams conducted by June, 2021	Number of regional and council staff oriented	
		Prepare plan and budget for the TFNC and councils	Institution's plan and budget prepared by February annually	Prepared MTEF	
		Improve financial controls	Risk register developed and operationalised by June, 2017	Developed risk register	
			Existing and new financial systems installed and operationalised by June, 2018	Operational financial systems	
		Solicit funds from new sources	Funds from new sources acquired by June, 2018	Amount of funds	
		Engage partnership in investment	Partnership with potential investors signed on construction of office building including renovation and equipping food and nutrition laboratory by June, 2020	Number of contracts and agreements	
H	Staff welfare and capacity enhanced	Conduct training needs assessment and develop a comprehensive training plan	Comprehensive TFNC staff training plan developed and operationalised by June, 2017	Number of trained staff	
		Develop motivational and reward mechanism	Motivational and reward mechanism developed and operationalised by June, 2017	Percentage of satisfied staff	

			TFNC Scheme of Service and Staff Regulations reviewed and operationalised by June, 2017		
		Install performance management system	Performance management system installed and operationalised by June, 2017	Number of PMS pillars installed and operationalised	