



**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF HEALTH, COMMUNITY
DEVELOPMENT, GENDER, ELDER, AND
CHILDREN**



TANZANIA FOOD AND NUTRITION CENTRE

STRATEGIC PLAN 2020/21 - 2024/25



**DAR ES SALAAM
MAY, 2020**



THE UNITED REPUBLIC OF TANZANIA

TANZANIA FOOD AND NUTRITION CENTRE



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**Dar es Salaam
May, 2020**

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ABBREVIATIONS

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
SBCC	Social and Behavior Change Communication
SWOC/T	Strengths, Weaknesses, Opportunities and Challenges/Threats
SP	Strategic Plan
SUN	Scaling Up Nutrition
TFNC	Tanzania Food and Nutrition Centre
UN	United Nations
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WFP	World Food Program
WHO	World Health Organisation

STATEMENT BY THE BOARD CHAIRPERSON

Tanzania Food and Nutrition Centre (TFNC) is an autonomous National Institution under the Ministry of Health, Community Development, Gender, Elderly and Children. TFNC was established by an Act No. 24 of 1973, as amended by Act No. 3 of 1995. The Centre has been established and designated to serve as the technical arm of the Government, responsible for leading the national response to nutrition and ensure a coordinated, effective and efficient approach to tackling malnutrition. It provides strategic leadership to all sectors; strengthen multi-sector coordination and collaboration; advocate for resources for nutrition; promote harmonization and alignment of sector financing; provide guidance, training and technical support to implementing agencies; and monitor and evaluate progress.

This Strategic Plan is a result of a participatory process involving TFNC Staff and resource persons from the Government in the Ministry of Finance and Planning. It provides an opportunity for re-examining critically factors contributing to enhanced performance of the Centre, especially within the current specific roles and responsibilities as stated in the Act No. 24 of 1973, as amended by No. 3 of 1995. This plan aims at contributing to renewed commitment and efforts towards addressing critical issues basic to improving institution capacity while providing overall technical leadership to nutrition in the country. The Strategic Plan will contribute to achieving the Centre's vision of becoming the center of excellence providing strategic leadership in nutrition to our clients and partners, within and outside the country.

This plan has considered the numerous key national plans and frameworks including 2nd National Five-Year Development Plan 2016/17 – 2020/21; The goals in the Tanzania's Development Vision 2025; Ruling Party's Election Manifesto; Sectoral Policies and Strategies; and Medium-Term Strategic Planning and Budgeting Manual. Moreover, in performing its duties, the institution contributes to the realization of the National Development Agenda and vision of *"Nurturing Industrialization for Economic Transformation and Human Development"*.

Let us all work together towards achieving the noble goal of leading the national response to the definitive improved nutrition for considerable economic and social benefits.



Prof. Joyce Kinabo
CHAIRPERSON

STATEMENT BY THE MANAGING DIRECTOR

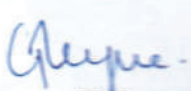
Over the years TFNC have played a significant role in the promotion and advocacy of good nutrition and nutrition related activities. However, in recent times, our prominence and stature has dwindled. This was primarily due to not only lack of resources but also the high influx of nutrition players in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

The developed Strategic Plan explains about an institution's broad direction forward and helps the institution to plan and decide what it anticipates achieving. 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 Strategic Plan also aims at sharpening the focus and momentum towards effective performance, improved capacity of the Centre, and upholding our prominence and stature. It also provides sound strategic direction towards refurbishing the Centre's legitimacy in the current nutrition arena.

The Centre through implementation of this strategic plan will strive to ensure strengthening of such key issues as stakeholders technical capacity in delivering food and nutrition services, nutrition research, innovation and use of evidence based information in improving nutrition status of the people, food and nutrition programming supervisory, partnership and collaboration and responsiveness on food and nutrition issues among the public. All these will be led by the **vision, mission and core values** which are guidance in discharging TFNC responsibilities as mandated. In addition, the plan has identified critical issues as basis for formulating objectives with their rationale, strategies, targets and key performance indicators.

This updated Strategic Plan not only will contribute to achieving the objectives of the National Development Vision 2025 and the second Five Year Development Plan, but also will be implemented in a view to contributing in the achievement of several regional and global commitments including the Sustainable Development Goals 2030, the six World Health Assembly Global Nutrition Targets by 2025, the Nine Global Voluntary Non- Communicable Diseases Targets by 2025, the East Africa Food and Nutrition Security Policy, AU Agenda 2013 and other relevant national and global policies, programmes, strategies and action plans.

Finally, this Strategic Plan is a result of a participatory process involving TFNC Staff and resource persons from the Government in the Ministry of Finance and Planning. I take this opportunity to convey my gratitude to the valuable contributions and efforts made by all who participated on finalization of the document.


Dr. Germana H. Leyna
MANAGING DIRECTOR

EXECUTIVE SUMMARY

The TFNC Strategic Plan 2018/19 - 2022/23 gives direction and scope of the institute for the period of five (5) years by making broad decisions on development, deployment and configuration of its resources taking into consideration the dynamic environment and the double burden nature of malnutrition, multisectoral nature of implementation of nutrition interventions whilst the changing environment to fulfill stakeholders expectations and achieve its core functions.

The plan 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 contains the Strategic Plan results frame work (Table 8).

CHAPTER ONE: INTRODUCTION

1.1 Background

The first initiative in nutrition work was articulated in the 1920's and culminated into establishment of nutrition unit under the Ministry of Health in 1947. During 1950's nutrition activities were initiated by the ministry of Health in response to reports by Government personnel on alarming increases in mortality rate, outbreak of diseases or occurrence of famine or any other development which was attributed fully or partially to malnutrition. This information led to more attention on nutrition.

During 1950's nutrition activities were initiated by the ministry of Health in response to reports by Government Personnel on alarming increases in mortality rate, outbreak of diseases or occurrence of famine or any other development which was attributed fully or partially to malnutrition. This information led to more attention on nutrition. Furthermore an attempt at multi-sectoral approach were made leading to development of formation Multi- sectoral Advisory Committee on Nutrition to advise on wide range of nutrition questions.

In the past, prevention and control of malnutrition focused on provision of specific nutrition to correct known nutrition deficiencies. This nutrition model was in the 1970's to redress its weakness related to ignoring factors outside physiological basis of malnutrition. This created the Food Cycle Model which introduced the notion that malnutrition in most cases is an outcome of food of food loses from farm to table and into the body. Again this model failed to incorporate the non-food factors relating to socioeconomics of malnutrition. In essence, malnutrition is not a function of single factor but rather a multi-dimensional problem resulting from complex processes in the society. The realization of the complex nature of the problem led to appreciation of the fact that isolated programs formulated outside overall development plans won't work. The same applies to short-term measures and assumption that malnutrition is a transient problem.

To be effective, efforts by various players have to be coordinated and guided technically or professionally preferably by national public institution. Therefore, the government established the Tanzania Food and Nutrition Centre (TFNC) in 1973, and launched in 1974 by an Act of parliament No. 24 which was later amended with the Act No. 3 of 1995. This was established to take the lead in the fight against all forms of malnutrition and catalyzing response on food and nutrition issues. Stipulated TFNC mandates included initiation of programs, advocacy, capacity development, harmonization, research and monitoring services delivery in the country. This role started with a low profile like overseeing/spearheading rather than full coordination.

Looking at the performance of TFNC from its inception, it obvious that the institution underwent a period of great accomplishment from 1970's to date with dominance in provision of nutrition services not only within the country, but across The East Central and Southern Africa (ECSA) Region. The growth on the number of nutrition actors in Tanzania have resulted into adoption of various approaches in addressing nutrition and related challenges.

In the year 2012 TFNC with facilitation from Deloitte conducted a self-assessment on institutional capacity. The assessment was carried out using different approaches to ensure comprehensive understanding of current institutional capacity and key issues facing TFNC, particularly within the scope of developing and managing a national education and communication program. The approach included: facilitation of a Self-assessment session with TFNC senior management; eighteen individual SBCC skills self-assessment interviews with technical officers of the Nutrition Education and Training Department; review of the Nutrition Landscape Analysis carried out by a task force led by TFNC; conducting document review; conducting interviews with internal staff members and external stakeholders; and, benchmarking with similar institutions.

Therefore, TFNC has been developing its Strategic Plans (SP) since 2005 to guide its implementation of its activities. The Plans were prepared in line with various national and international policies, plans and conventions such as Tanzania Development Vision 2025, The second National Five Year Development Plan (2016/17 – 2020/21), Tanzania Long Term Perspective Plan (LTPP, 2011/12 – 2025/26) Ruling Party Election Manifesto 2015; Sustainable Development Goals (2030), African Agenda: (2030).

1.2 Strategic Plan Description

The Strategic Plan of the Tanzania Food and Nutrition Centre (TFNC) covers a period of five years from July 2018 to June 2021. The plan describes what the institute does and wishes to achieve, how it achieves the intended outcomes and results for its clients and stakeholders and how it contributes to the national long-term goals and the development agenda. The plan specifically explains the institute's vision, mission, core values, mandate, objectives, strategies, targets, key performance indicators and expected outcomes. It responds to the various policies and strategies that have been developed. These policies and strategies include: Tanzania Food and Nutrition Policy 1992; Health Sector Strategic Plan IV; and Nutrition Sensitive Sectoral Policies and Strategies.

The Plan also aligns with various national and international policies, plans and conventions such as Tanzania Development Vision (2025), National Five Year Development Plan (2016/17 – 2020/21), Ruling Party Election Manifesto 2015, Sustainable Development Goals (2030), African Agenda: (2030) and Global Nutrition Targets 2025.

1.3 The Rationale for Strategic Plan 2018/19 – 2022/23

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 2017/19 – 2021/22, specifically focuses on the improvement of nutrition and nutrition related services to the public. The plan sets to contribute to sustainable development through well-nourished and healthy population.

The development of this plan takes change after the review of the Food and Nutrition Strategic Plan (2016/17). Specific factors for this development include the following:

- (i) Expiry of the TFNC Strategic Plan 2014 - 2018;
- (ii) The need for a new TFNC Strategic Plan (TFNCSP) for 2018/19 – 2022/23 for linking with National Multisectoral Nutrition Action Plan (NMNAP, 2016/17 – 2020/21), nutrition and related priorities to the Regional and International Agenda (SDGs 2030, WHA Nutrition targets 2025, African Union (AU) Food and Nutrition Strategy: 2015-2025 and African Agenda: 2030) and National Agenda (Tanzania Development Vision 2025, National Five Year Development Plan 2016/17 – 2020/21 and Ruling Party Election Manifesto 2015); and
- (iii) Emerging issues such as increased number of stunted children, double burden of malnutrition, adolescent nutrition, growing burden of non-communicable diseases.

1.4 Methodology

The Strategic Plan 2018/2019 – 2022/2023 is a result of reviewed TFNC Strategic Plan for 2014 – 2018. The SP development used a participatory approach; where by the process was led by a consultant, technical staff in the Institution and some non – TFNC resource persons. In the development process, 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 Organization’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 scrutinized and given priority according to critical success factors with the view that the overall success is realized 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.

1.5 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 are attached.

CHAPTER 2: REVIEW OF TFNC STRATEGIC PLAN 2014 – 2018

2.1 Introduction

This section provides a summary of the major progress made and achievements recorded under the objectives of TFNC Strategic Plan 2014 – 2018. In addition, the section summaries the major challenges experienced and recommendations given for improvement.

2.2 Performance of Strategic Objectives

This section provides a summary of the major progress made under the objectives of Strategic Plan 2011/12 – 2015/16. The section also addresses the major challenges experienced and recommendations given for improvement.

2.2.1 Objective A: Mobilise resources for financial sustainability

For TFNC 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 20 proposals won and consultancy services conducted between 2014 and 2018;
- (iii) Reach out to the development partners and establish working relationships with them;
- (iv) Sign a MOU with the development partners to support implementation of NNS for the period between 2014 and 2018;
- (v) To extend the agreement with these development partners for another two years;
- (vi) Open communication channels and become more proactive in engaging with the existing donors;
- (vii) There is increased transparency and the donors more willing to support to TFNC in implementing the NNS;
- (viii) There is increased support from the donors to TFNC in the implementation of the NNS;
- (ix) TFNC has a strong partnership with the donors in the implementation of the NNS;
- (x) Establish ownership;
- (xi) Identify key firms they want to partner with;
- (xii) Procurement Process for the firm to partner with;
- (xiii) Enter into an MOU with the firm; and begin property development.

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

Five (5) proposals were written and three consultancy works were conducted. Over the period, more than 15 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 continued to build strong working relationship with nutrition development partners in support nutrition interventions. As a result, from financial year 2014/2015 to 2017/18, the Centre had signed agreements for financial support of an average of **TZS 3.2 billion** (per financial year) with development partners to support implementation of the NNS and the NMNAP which contributed to more than 80 percentage of its annual budget.

Among pertinent issue identified in mobilization of resources, is the absence of Governing Board for more than 3 years hindered decision on properties' developments as well as change in policy on Public Private Partnership.

2.2.2 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.

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) Computerized 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 external auditors in 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 revealed that Pastel Accounting System was installed and staff trained on its use as a major achievement. This contributed to the improvement of internal controls and management of financial resources of the Centre. Since 2014/15, the Centre has been receiving unqualified (clean) audit reports.

Among constraint identified in this review was the lack assets registered module in the installed pastel accounting package system which hindered effective utilization of computerized system for the center's asset. Another constraint is the use of outdated financial regulation for the Centre which hinder effective financial management.

Way forward in this review, includes: to add on asset register module of the pastel system and to finalize the review of the TFNC Financial Regulation of 2009. Continued capacity building on the use of computerized accounting system will be strengthened.

2.2.3 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 technical support at the national level which will include developing and reviewing food and nutrition guidelines, strategies, protocols and standards.

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 strategy to key stakeholders at National and LGAs; and
- (iii) Strengthen Multisectoral coordination and collaboration in the implementation of NNS and SBCC strategy.

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 harmonization 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 strategy 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 strategy to the National Focal Persons and other TFNC staff not aware of SBCC.

The achievements attained for the objective, during the period under review, includes:

The review of the National Food and Nutrition Policy of 1992 and its Implementation Strategy has been undertaken, and was submitted to the Inter-ministerial Technical Committee for the Cabinet. Currently, the analysis of the implementation of the policy and its implementation strategy has been conducted and submitted to the Ministry of Health, Community Development, Gender, Elderly and Children for further actions.

The Centre has developed and reviewed various guidelines, including:

- (i) Child Health and Nutrition Months (CHNM) guideline of 2016 and Facilitators Training Manual on CHNM ;
- (ii) Micronutrient Supplementation Guideline of 1997;
- (iii) Guidelines and Facilitators Manual for SMEs on formulation of cereal/legume blended flour of 2012;

- (iv) National Multisectoral Nutrition Action Plan (2016/17 – 2020/21)
- (v) HIV
- (vi) Integrated Management of Acute Malnutrition (IMAM)

Also, the Centre has widely disseminated the developed and reviewed guidelines and materials, which include: NNS of 2011, SBCC strategy of 2012 and the NMNAP of 2016. The main platform these guidelines were, during annual regional planning and budgeting sessions, consultative group meetings and various stakeholders meeting. Training materials on Baby Friendly Hospital Initiative produced and distributed.

The Centre has provided technical support in development of National SBCC Kit (*Mkoba wa Siku 1000*). Since 2016, the Centre has adopted *Mkoba wa Siku 1000* as national SBCC tool for community. To operationalize the use of the kit; guideline on the use of the National SBCC Kit and training manuals have been developed; and scale up use of the kit has been undertaken.

During this period, the Centre has reviewed Nutrition Stakeholders Mapping tool with a view of harmonizing the existing mapping tools including landscape analysis tool. The harmonized tool has been used in 2015/16 and 2016/17 to map nutrition stakeholders at National, Regional and Council levels. The stakeholders were mapped to depict the type of nutrition interventions and their alignment with Government priorities as identified in the NNS.

The Centre has continued to coordinate the review of the implementation of NNS 2011 and NMNAP 2016 through Annual Joint Multi-sectoral Nutrition Review (JMNR). Other multisectoral platforms used in the review of the implementation of NNS/NMNAP were: the Consultative Group meetings of NNS and Multisectoral Technical Working Groups meetings for the NMNAP. The review aimed at analyzing and documenting progress, challenges, and lessons learned from the implementation of the recommendations of the previous year review.

Other achievements realized include: Increased public awareness on appropriate nutrition practices through TV and Radio Programs, Social Media, IEC material, Website and dissemination of electronic SBCC materials to health facilities.

One of the major constraints to realization of this objective was insufficient and untimely disbursement of funds which hindered fully dissemination and applicability of the developed guidelines, protocols and standards.

2.2.4 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 nutrition focal 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 this period, include:

The Centre has continued to build capacity of councils on planning and budgeting for nutrition. The capacity of planning and budgeting among nutrition officers has improved which translates increased incorporation of nutrition and related intervention in the respective plans. Since the inception of JMNR in 2014, the Centre has been conducting analysis of the Annual Work Plan (AWP) for nutrition, which shows an increased adherence to planning guidelines as well national nutrition priorities. The capacity of nutrition officers has been improved as a results average council's budget for nutrition has increased from TZS 58 Million in 2011 to TZS 155 Million in 2017/18.

The Centre distributed more than 2000 copies of the Nutrition Planning and Budgeting Guideline for Councils which was developed in 2013 to all councils. The guideline provided directives on identifying key actions to include in their annual plans and budgets to address all forms of malnutrition.

The Centre in collaboration with nutrition stakeholders conducted annual orientation meeting on planning and budgeting for nutrition at regional and council level aiming at strengthening capacity of planning and budgeting. Participants in these sessions were: Nutrition Officers, Planning Officers, Immunization and Vaccine Officers, Reproductive and Child Health Coordinators, Health Secretaries and Medical Officers at Regional and District level. Between 2014/15 to 2017/18, the Centre managed to orient more than 700 personnel annually from 26 regions in 185 councils of Tanzania mainland.

To ensure that nutrition endeavors are captured in the National Development agenda, nutrition indicators has been incorporated in the Five Year Development Plan (FYDP II) as a part of human capital development as well as inclusion of nutrition as a key priority area in

the Annual Planning and Budgeting Guidelines. Also, TFNC has managed to integrate nutrition indicators in the Food Security and Nutrition Vulnerability Assessment Information System (FSNVAS), as well as financial tracking system of the Ministry of Finance and Planning.

In ensuring that operational capabilities are strengthened at all levels, the Centre has conducted a number of trainings and supportive supervision as follows:

Baby Friendly Hospital Initiative (BFHI)

- (i) Supportive supervision and mentorship on Baby Friendly Hospital Initiative (BFHI) in 14 district hospitals;

Nutrition Assessment and Counselling Services (NACS)

- (i) 105 health care providers from four regions were trained as trainers; supportive supervision and mentorship were conducted in five regions;
- (ii) 199 community workers from four regions trained; and **155** health care providers in Tabora and Lindi Region were also trained.

Child Health and Nutrition Month (CHNM)

- (i) 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;

Infant and Young Child Feeding (IYCF)

- (i) The Centre has trained 46 national ToTs, who conducted cascade training to 260 health care providers on IYCF. 28 ToTs from Mainland and 14 from Zanzibar were also trained on IYCF support at community level.
- (ii) 2,376 Health care providers trained on the National Regulations on marketing of Foods and Designated Products for Infants and Young Children in Shinyanga and Lindi region.

Integrated Management of Acute Malnutrition (IMAM)

- (i) Supportive supervision was conducted on inpatient management of severe acute malnutrition in all referral hospitals and 4 regional and 4 district hospitals;
- (ii) 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;
- (iii) 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;
- (iv) Training was conducted to 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; and

- (v) 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.

One of the major constraints to realization of this objective was insufficient funds and untimely disbursement of the funds.

The Centre will continue to build operational capacity to nutrition officers and other key nutrition players at all levels through trainings (on job trainings), supportive supervision, coaching and mentoring as well as continue advocate for increased investment for nutrition.

2.2.5 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 implementation of the NNS.

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

- (i) To review our mandate to 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 give us more authority to coordinate all the nutrition and nutrition related activities;
- (ii) Review our organization 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.

During this review, the achieved results in this objective includes: continuum coordination role in the implementation of nutrition activities in the Country. The Centre has been coordinating all Consultative Groups for the NNS and the Technical Working Groups for the NMNAP. TFNC has been on the fore front in the coordination of multisectoral coordination meetings. The Centre has been playing a key role in coordination of the High Level Steering for Nutrition (HLSCN) as a secretariat as well as Secretary and a convener of the National Multisectoral Nutrition Technical Working Group (NMNTWG).

TFNC has been working to review TFNC Act No.24 of 1973 as amended by Act. No.3 of 1995 so as to allow the development of 4 regulations namely: Laboratory Charges, Fees and Charges; Continuing Professional Development; Food and Nutrition Programs approval and Research Management and Control. The amendment of the act as well as the development of these regulations will give the Centre legal power and wide scope of implementation of its

key mandates in coordination and execution of nutrition and nutrition related activities in the country.

The Centre has been working to review its scheme of service, staff regulations as well as organization structure with a view of strengthening its coordination role in the execution of nutrition and related activities.

The identified constraints to achieving more for the objective include: lack of regulations which give more mandates to the Centre to coordinate nutrition and related activities. The Centre will continue to finalize the development of 8 regulations and amendment of its Act. Also, it will finalize the amendment of staff regulation, scheme of service and organization structure which will suffice the need of this objective.

2.2.6 Objective F: Establish and maintain a National Nutrition Information System

The National Nutrition Information System will make nutrition information readily available and accessible not only to TFNC staff but also 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 were 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.

The established key performance indicators was:

- (i) The database continuously updated with new information between 2014/15 to 2017/18

Among the major achievement with regard to this objective; in 2014 the Centre conducted the first nutrition survey in the country using Standardized Monitoring and Assessment of Relief and Transitions (SMART) methodology. The survey covered 25 regions of Mainland Tanzania and five in Zanzibar whereby a total of 15,618 children were included in the survey, the results showed gradual decline levels of malnutrition specifically stunting among children aged between 6-59 months in the country.

During this period, the Centre has reviewed the available indicators and suggested to the Ministry of Health to accommodate the new indicators in the Health Management Information System (HMIS) in-line with WHO recommendation and need of more indicators in the system. To facilitate data collection, management and analysis of nutrition indicators, the Centre has trained health workers on the new growth standards, and distributed

anthropometric equipment's in some of the regions and councils. Also, the Centre has reviewed and integrated nutrition indicators in the Food Security and Nutrition Vulnerability Assessment System (FSNVAS) to facilitate timely tracking of malnutrition in the areas prone to food insecurity.

The Centre has been working to develop and customize a comprehensive Nutrition Data and Information Platform in DHIS2 environment. The development of the system is vital as it is expected to fill data and information gap by providing a harmonized platform for generation and sharing of nutrition data and information across all sectors. The system will act as a platform of sharing nutrition data from the HMIS and other sectoral database as well as new data collected at district level. Currently the system is on the final stages of development. In this period, the Centre is in final preparation of managing Data Centralized System (DCS) for industrial fortification data which will be linked with the developed platform.

In the effort to strengthen monitoring and evaluation of nutrition indicators in a multisectoral approach at various levels, the Centre has developed and launched multisectoral nutrition scorecard which is a web based platform with selected nutrition indicators from nutrition sectoral ministries. Currently, indicators monitored in the scorecard includes those from Health, Agriculture, Water, Education, Livestock, Finance and Community Development. During this period, nutrition officers, district planning officers and district HMIS Coordinators from all 186 councils, 26 regions of Tanzania Mainland and 5 regions from Zanzibar were trained on the development and use of nutrition scorecard.

To facilitate the use of evidence based information in the implementation of nutrition interventions at council level, the Center has been conducting Bottleneck Analysis (BNA) for selected nutrition interventions since 2015/16. The analysis use data collected from each council and analyze on the key bottleneck encountered in provision of services specifically in: Infant and Young Child Feeding (IYCF) promotion, Integrated Management of Acute Malnutrition (IMAM) and Iron-Folic Acid Supplementation (IFAS). The results for the BNA are presented and discussed annually during the JMNR as well as in the regional planning and budgeting sessions.

In ensuring that the objective is realized, TFNC has developed and continued update the online Tanzania Socio-economic Database (TSED) for nutrition. Also, the Centre has installed TSED local database to facilitate local use of the database and can be accessed offline. The database includes nutrition indicators which are routinely collected and ones from the survey.

Constraints to this objective were: unavailability of enough anthropometric equipment's at facility level as well as lack of enough training to health workers in the new growth standards. Failure to include all nutrition related indicators in HMIS has resulted into lack of nutrition data from facilities. Nutrition data quality has also continue to pose a challenge, in terms of timeliness and reliability

It is envisioned that the Centre will continue engaging with the MoHCDGEC so as to incorporate all nutrition indicators in the HMIS and engage partners working in the councils

to facilitate provision of anthropometric equipment's and capacity building to health workers. The Centre will work on the finalization of the MNIS platform and DCS as well as continue undertaking BNA and timely release of scorecards.

2.2.7 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 this objective 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; and
- (viii) Implement the training plan.

In ensuring the information management system is improved, the Centre has employed one IT personnel who manages and operate all ICT works of the Centre. During this period, the Center enhanced its ICT works, including revamping of TFNC website, establishment of email accounts using the Government Mailing System (GMS), adoption and use of Government travelling permit system as well as introduction of various Social Media accounts for the Centre. In-line with this, the Centre has trained all technical staff on the use of GMS and Government travelling permit system.

The Centre has been procuring and furnish staff with Laptop and desktop computers to facilitate daily operation of technical staff. In this review period, the Centre has supplied more than 45 desktop computers and more than 27 laptop computers. Also, TFNC has facilitated furnishing of laptop computers, printers and internet modems to Regional Nutrition

Officers from all 26 Regions of Tanzania Mainland. In the same period, the Centre has procured server for facilitating local management of financial information (Sage Evolution Pastel).

During this period, the Centre has purchased network accessories such as D - Link Switches and Access Points (Wireless connection) which enabled reliable internet connection; purchased audio visual equipment's for its conference halls.

A major constraint in this objective was the lack of comprehensive data management system which facilitates availability and accessibility of data in a timely manner; lack disaster data recovery backup; unavailability of advanced network system. Another drawback in this objective is the lack of communication plan.

As a way forward to this: develop a comprehensive data management system which bring together nutrition data across all sectors, LGAs and RSs was set as a priority. Recruit other IT personnel to facilitate management of IT system at the Centre, continue with regular IT trainings to TFNC staff as well as development of communication plan.

2.2.8 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. TFNC support short - courses, seminars and workshops to its staff to sharpen their skills.

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.

The established key performance indicators were the following:

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

During this period, the Centre has established partnership with several institutions within and outside the country with a view of building capacity of its existing and new staff. Some of the partnering institution in this review period includes Irish Aid, COSTECH, USAID, Centre for Development Innovation Wageningen, Cornell University, FAO, UNICEF and AUSAID.

Recently in partnership with Cornell University, the Centre has conducted Qualitative Research Methodology training to 20 of its technical staff.

During this period, TFNC maintained strong ties and arrangements with development partners for collaboration in various aspects including support on capacity building for its technical staff. As a result of this collaboration, more than 5 scholarships were provided to TFNC staff for undertaking Postgraduate studies.

Among constraints identified in the review includes highly dependency on development partners for training support which resulted into participation of the staff in trainings which were not relevant.

Way forward, development of succession and a comprehensive training plan to suit training needs for each staff. Also, establish partnerships or collaboration with institutions which provide scholarship opportunities both in and outside the country.

2.2.9 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 this objective, during the period under review, include: the Centre initiated the use of Open Performance Review and Appraisal System (OPRAS). During this period, 104 staff were trained on the use and implementation of OPRAS. Currently the Centre has been in use of OPRAS for 2 years i.e. FY 2016/17 and 2017/18.

TFNC has rolled out the reward system to good performing staff so as to motivate them. Every year, the Centre nominates a best performing staff, who are scrutinized to give out an

overall best performing staff at departmental and institution level. However, this rewarding system has to be linked with performance based on OPRAS.

It was revealed that there is lack of correlation between objectives and targets in the reviewed strategic plan which hampers the linkage between objectives and targets used for OPRAS. As a way forward to this, the review of objectives and targets is needed so as to create linkage between them as well as making target measurable and accounts for specific task which can be linked to OPRAS. Also, future plan should take into account annual performance reviews as a measure of efficiency and performance of the Centre.

2.2.10 Objective J: Improve staff welfare and incentive mechanism

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; and
- (ii) Working environment has been improved and continue mobilising resources.

In this period, the Centre has initiated the review of TFNC Staff Regulations of 2009 where a number of issues have been noted for improvement specifically targeting improvement of staff welfare and incentives. The Centre has continued to renovate, rehabilitate and restore its building and infrastructures so as to provide a good working environment for all staff. As a part of its source of revenue, TFNC continued to facilitate and renovate its laboratory and Printing Unit as well as promoting its use.

Despite the notable achievement, challenges faced in this objective includes: dilapidated buildings and infrastructures; insufficient working tools and equipment's which results into uncomfortable working environment.

The Centre will work into increased mobilization of resources to facilitate renovation of its buildings and infrastructures; provision of enough tools and equipment's as well as fully implementation of staff welfare program.

2.3 SWOC Analysis

The SWOC analysis is a useful method used in this plan to identify the possible external and internal factors which affect its success and growth in alleviating all forms of malnutrition. TFNC employs SWOC analysis to determine its strengths, weaknesses, opportunities available and possible challenges. While strengths and weaknesses are internal to the institution, opportunities and challenges are external. The analysis considered local, national, regional and international factors that can influence the performance of the Centre.

Table 1: External and Internal Environment

STRENGTHS	WEAKNESSNESS
<ul style="list-style-type: none"> • Strong national profile • Existence of food and nutrition laboratory, which is a reference laboratory for iodine testing; • Mandate by Act No. 24 of 1973, as amended by No. 3 of 1995 for TFNC to spearhead food and nutrition activities in the country and 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; • Being an autonomous institution, the Centre can solicit funds, and collaborate with other institutions within and outside the country, as well as networking; • Availability of skilled and experienced multidisciplinary staff covering a wide range of specialization in the area of Nutrition, Medical and Social Sciences; • Comprehensive research capacity in the area of nutrition; • Availability of a well formulated integrated common results framework that focus on multisectoral efforts and conveys all key nutrition actors; • Established positive international reputation and the ability to attract research collaboration and direct funding • Ownership of adequate land with title deed for the office premises, laboratory expansion, state of art nutrition centre and staff accommodation • Existence of printing unit to support nutrition in providing public educational materials 	<ul style="list-style-type: none"> • Limited outreach services; • Inadequate dissemination of TFNC activities; • Inadequate monitoring and evaluation of nutrition activities; • Inadequate financial resources for advocating the implementation of nutrition activities • Inadequate incentive package for staffs; • Inadequate laboratory equipment's to cope with current laboratory analysis needs; and • Poor and obsolete office infrastructures and equipment's
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The global focus on Nutrition in SDGs; • Inclusion of nutrition in the national development agenda such as the FYDP II; • Existence of the National Food and Nutrition Policy and National Multisectoral Nutrition Action Plan (NMNAP) that guides implementation of nutrition activities in the country; • Availability of nutrition training and research institutions within and outside the country; • Establishment of nutrition focal points in key line ministries; Nutrition Officers at Regional Secretariat and Local Government Authorities; • The global initiative for Scaling Up Nutrition; • Presence of the Parliamentarian Group on 	<ul style="list-style-type: none"> • Attaining sound sectoral responsibility and accountability due to the multidisciplinary nature of nutrition; • Concerted effort in some part of the country; hence some of the areas have minimal nutrition intervention whilst high prevalence of malnutrition; • Un-harmonized data and information systems which often give unrealistic malnutrition burden at local level; • Eliminating the conducts of marginalization of nutrition by some of the decision makers/influential people (including some development partners), hence a shift in resources disbursement to other livelihood problems and

<p>Nutrition who had an action plan for advocating for nutrition in their parliamentary activities;</p> <ul style="list-style-type: none"> • Existence of UN REACH Partnership Initiative; • Presence of development partners willing to support or invest in nutrition; • Globalization which has enhanced networking and improved communication; • Opportunities for information sharing and networking with local, public, civil societies and international organizations; • Emergence and re-emergence of strong regional and sub-regional bodies (e.g. ECSA, SADC, EAC, IBFAN, AU, UN) which offer extended avenues for providing nutrition services; • Implementation of the MKUKUTA II under the Highly Indebted Poor Countries (HIPC) initiative, which provides increased avenues for mobilization of resources for investing in nutrition; • Presence of civil societies (e.g. PANITA, TAHEA, TGNP, FOSNNA, TPHA, SHDEPHA +, FONATA) which at times act as pressure groups in advocating for and implementing nutrition activities; • Support by the mass media (Radio, TV, Prints, Newspapers, etc.) in advocating for improved nutrition. 	<p>development concerns;</p> <ul style="list-style-type: none"> • Mobilizing required resources to effectively implement all areas of the NMNAP at all levels; and • Management of climate change and variability which affects food and nutrition security at all levels.
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2.4 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 2.

Table 2: Stakeholders Analysis

Stakeholder	Expectation	Potential (Negative Impact)	Priority Level ¹ (H, M, L)
The Parliament	<ul style="list-style-type: none"> • Provision of policies guidelines, strategies, and legislations. • Adherence and maintenance to norms and standards. • Accountability and transparency. • Adherence to ethical conduct and practice. • Value for money. • Regular communication and feedback. • Focused national nutrition agenda, with agreed targets and milestones 	<ul style="list-style-type: none"> • Weak or ineffective Food and Nutrition Legislations • Low level of political commitment • Inadequate social and community mobilization • Inadequate resource mobilization and allocation 	H

¹ For priority levels: H - High, M - Medium and L - Low

Stakeholder	Expectation	Potential (Negative Impact)	Priority Level ¹ (H, M, L)
Ministry of Health, Community Development, Gender, Elderly and Children	<ul style="list-style-type: none"> • Provision of strategic guidance on policies, strategies, guidelines and regulations. • Adherence and maintenance to norms and standards. • Accountability and transparency. • Adherence to ethical conduct and practice. • Value for money. • Regular communication and feedback. • Provision of advice and directives. • Focused national nutrition agenda, with agreed targets and milestones 	<ul style="list-style-type: none"> • Ineffective Policies, strategies and Guidelines on improved Nutrition • Ineffective and uneven distribution of resources. • Unrealistic national nutritional targets. • Resource allocation not based on Government priorities. • Lack of linkages between policies, plans and budget. 	H
Treasury Registrar	<ul style="list-style-type: none"> • Provision of policies, strategies, guidelines and legislations. • Accountability and transparency. • Adherence to ethical conduct and practice. • Value for money. • Regular communication and feedback. 	<ul style="list-style-type: none"> • Delayed implementation of activities. • Scarce distribution of resources. • Failure to attain planned targets 	H
General Public	<ul style="list-style-type: none"> • Respect • Provision of quality services • Participation and involvement • Improved nutrition status • Accountability and proper management of resources • Nutrition information and education • Promotive interventions • Feedback 	<ul style="list-style-type: none"> • Persistence of high levels of malnutrition. • Increased maternal morbidity and mortality. • Increased child morbidity and mortality. 	H
Clients	<ul style="list-style-type: none"> • Quality nutrition care • Confidentiality • Availability of micronutrient premix and supplements • Availability of competent nutritionists. • Accessible and equitable nutrition services. • Information sharing and feedback. • Respect 	<ul style="list-style-type: none"> • Persistence of high levels of malnutrition. • Dissatisfaction of nutrition services rendered. • Poor accessibility of nutrition intervention services. • Unregulated nutrition intervention services • Poor quality of services provided. 	H
Development Partners / Donors	<ul style="list-style-type: none"> • Comprehensive multisectoral nutrition plans. • Transparency. • Coordination and linkages. • Accountability. • Value for money. • Achievement of objectives and targets set. • Availability of nutrition data and 	<ul style="list-style-type: none"> • Failure to attain planned targets • Decreased level of confidence of partners. • Failure to attract partners support. • Unsustainability of nutrition programs. 	H

Stakeholder	Expectation	Potential (Negative Impact)	Priority Level ¹ (H, M, L)
	information. • Sustainability of nutrition programs.		
Nutrition Service Providers	• Cooperation and collaboration. • Transparency. • Information sharing. • Amicable resolution of conflict. • Technical support. • Availability of nutrition data and information. • Availability of feedback mechanism.	• Mistrust • Conflict of interest. • Poor technical support • Lack of feedback • Duplication of nutrition and related services. • Unavailability of tools and equipment's. • Inequitable access to nutrition services.	H
NGOs	• Partnership with the Government and other key stakeholders. • Enforcement of regulations, guidelines and policies. • Availability of resources. • Transparency. • Cooperation and collaboration. • Technical support • Availability of feedback mechanism.	• Redundancy in provision of services. • Uncoordinated nutrition services. • Lack of transparency. • Failure to attract support. •	M
Training Institutions	• Technical support and capacity building. • Nutrition and related curriculum development. • Availability of nutrition guidelines. • Collaboration in undertaking operational research, studies, evaluations and surveys.	• Low level of nutrition knowledge. • Poor collaboration. • Lack of transparency.	M
Regional and International Institutions/bodies (EAC, SADC)	• Timely submission of the country's subscriptions/reports • Advocate for implementation of their resolutions • Mainstreaming of resolutions in the development planning process	• Adopt national agenda and align it with roles.	Medium
Financial Institutions	• Information on staff	• Prompt financial services	Low

2.5 Recent Initiatives for Improving Performance

2.6 Summary of Critical Issues from Situation Analysis

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 (NIS).

CHAPTER THREE: STRATEGIC DIRECTION - THE PLAN

3.1 Introduction

This chapter describes the institute's vision, mission, strategic objectives, strategies, targets and key performance indicators for TFNC SP 2018/19 – 2022/23. The vision, mission and strategic objectives were formulated through identified critical issues which emanated from the situation analysis and emerging issues.

3.2 Vision, Mission and Core Values

3.2.1 Vision

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

3.2.2 Mission

To prevent and control malnutrition through coordinating, guiding and catalyzing food and nutrition interventions.

3.2.3 Core Values

Core values constitute of shared beliefs, ethics, qualities and principles which will enable the Institution to implement its mission and finally attain its vision. The core values are essential and must be upheld because they define the culture of the institute. The core values are:

- a) **Accountability:** Take responsibility of all tasks when executing its mandate; 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.
- b) **Effectiveness:** Facilitating a clear linkage between employees and management performance to contribute to the realization of the objectives and reaching the set of targets.
- c) **Transparency:** Act in an open and responsible manner to provide information on food and nutrition to the public in unprecedented level of openness;
- d) **Professionalism:** We will apply knowledge, skills, competencies and ethics in the discharge of our duties.
- e) **Integrity:** We will adhere to values and ethics in providing services as described in the Institution's Client Service Charter.
- f) **Fairness:** Treat all people with dignity and impartiality;
- g) **Respect for Diversity:** Value opinions, circumstances, feelings and views of others; and
- h) **Inclusiveness:** Facilitate the involvement of all.

3.3 Overall Objective

Increased accessibility of good nutrition services and practices children, adolescents, women and men by providing coordination, building alliances and capacity development leading to well- nourished and healthier nation.

3.4 Strategic Objectives

The strategic objectives were formulated to adhere to the current institute structure and emerging nutrition issues. Some of the strategic objectives were developed, using critical issues identified in section 2.6, and some were refined to the previous ones in order to achieve its functions. The strategic objectives are:

- A. HIV and AIDS Supportive services improved and HIV and AIDS infections reduced;
- B. Implementation of National Anti-Corruption Strategy and Action Plan (NACSAP) enhanced;
- C. Stakeholders Engagement in Food and Nutrition Initiatives through Training and Capacity Development Strengthened;
- D. Nutrition research, innovation and use of evidence based information in improving nutrition status of the people promoted;
- E. Food and nutrition programming supervisory, partnership and collaboration strengthened;
- F. Responsiveness on food and nutrition issues among the public strengthened; and
- G. Management, Administration and Technical Supportive Services for Effective Performance of the Institute Improved.

3.4.1 (A) HIV and AIDS Supportive services improved and HIV and AIDS infections reduced

Tanzania Food and Nutrition Centre recognize the threat and negative impact of HIV and AIDS in services delivery. According to the Public Service Circular No. 2 of 2006 concerning public servants living with HIV and AIDS, the Centre will ensure provision of supportive services to staff living with HIV and AIDS. It will also continue to create awareness on prevention and management of HIV and AIDS. Therefore, the institute has put forth various strategies and targets under this objective.

(a) Strategies

- (i) Facilitate awareness creation on prevention and management of HIV and AIDS;
- (ii) Provide counselling to HIV and AIDS infected staff; and
- (iii) Facilitate supportive services to HIV and AIDS infected staff.

(b) Targets

- 1) HIV and AIDS interventions for 112 staff and families implemented by June, 2023.

(c) Key Performance Indicators

- (i) Number of staff trained on prevention and management of HIV and AIDS
- (ii) Number of staff living with HIV/AIDs supported

(d) Expected Outcomes

- (i) Reduced of new HIV infection rate; and
- (ii) Increased performance among staff living with HIV.

3.4.2 (B) Implementation of National Anti-Corruption Strategy and Action Plan (NACSAP) Enhanced

The government has developed the National Anti-Corruption Strategy and Action Plan II (NACSAP) of 2017 – 2022 which aims at preventing and combating corruption by improving accountability, transparency and accessibility to equitably allocated public resources for service delivery and thus address corruption effectively. In response to this, the Centre take into consideration to implement this objective to ensure accountability, transparency and accessibility of nutrition services at its stake.

(a) Strategies

- (i) Create awareness of staff on public servant ethics;
- (ii) Develop and operationalize complaints handling mechanism; and
- (iii) Increase transparency in service delivery.

(b) Targets

- 1) Transparency and accountability in provision of services for 112 staff strengthened by June, 2023.

(c) Key Performance Indicators

- (i) Number of staffs trained on public servant ethics;

(d) Expected Outcomes

- (i) Change of behavioral of staff in providing services to the community;
- (ii) Improved service delivery; and
- (iii) Increased public and stakeholders trust on the Centre.

3.4.3 (C) Stakeholders technical capacity in delivering food and nutrition services strengthened

Stakeholder's participation in implementation of food and nutrition endeavors is of a paramount importance as achieving high coverage of high impact nutrition interventions requires multisectoral harmonization and collaboration. In view of this, the Institution intends to continue strengthening the capacity among key nutrition stakeholder's through trainings with a view of enhancing their capacity in delivering quality nutrition services at all levels.

(a) Strategies

- (i) Build capacity of key stakeholders through in-service training to improve food and nutrition service delivery;
- (ii) Advocate for the development and review of training curriculum, manuals and guidelines to incorporate nutrition component in relevant trainings; and
- (iii) Strengthen TFNC staff capacity to improve service delivery.

(b) Targets

- 1. Knowledge and skills on Food, Nutrition and Related Program among 300 implementers enhanced by June, 2023.

2. 80% of nutrition stakeholders in MDAs, RS and LGAs' capacitated on national nutrition policy and plans by 2023.
3. 90% of MDAs, RS and LGAs nutrition officers / focal points' capacity in the management and use of nutrition data enhanced by June, 2023.
4. RHMTs and CHMTs capacitated on IMAM supervisory and mentorship in 15 regions.
5. Trainer of Trainees (ToTs) in 9 low performing regions capacitated on prevention and control of IDD by June 2023.
6. Trainer of Trainees (ToTs) in 9 regions with high prevalence of anemia capacitated on prevention and control of anemia by June 2023.
7. Capacity on food processing, preservation, storage and product development among 30 firms enhanced by June, 2023.
8. 18 RHMTs & 120 CHMTs capacitated on quality service delivery for control of vitamin A deficiency by June 2023.

(c) Key Performance Indicators

- (i) Number of implementers trained on MIYCAN
- (ii) Percentage of MDAs, RS, LGAs nutrition officers capacitated on nutrition policy and plans;
- (iii) Percentage of regional and council nutrition officers capacitated on management and use of nutrition data for informed decisions;
- (iv) Number of RHMTs and CHMTs teams capacitated on IMAM supervisory and mentorship;
- (v) Number of low performing regions capacitated on prevention and control of IDD
- (vi) Number of regions with high prevalence of anemia capacitated on prevention and control of anemia;
- (vii) Number of Food firms capacitated on food processing, preservation, storage and product development; and
- (viii) Number of RHMT and CHMT oriented on quality service delivery for control of vitamin A deficiency.

(d) Expected Outcomes

- (i) Increased capacity of nutrition officers and stakeholders at all level to implement nutrition interventions; and
- (ii) Increased nutrition knowledge and skills among nutrition stakeholders

3.4.4 (D) Nutrition research, innovation and use of evidence based information in improving nutrition status of the people strengthened

This objective aims at having scientific and evidence based information on food and nutrition that will help in improving nutrition status of the people. It also aims in execution of the basic findings, capacity building on research matter related to food and nutrition; and nutrition status of the communities;

(a) Strategies

- (i) Facilitate development and execution of basic and applied researches on food and nutrition;
- (ii) Capacity building on research matters related to food and nutrition; and nutrition status of the communities;
- (iii) Facilitate the development and undertaking of operational researches and tracking progress of nutrition endeavors;
- (iv) Quality nutrition information is used by communities, government and partners for evidence-based decision and facilitate knowledge translation into action; and
- (v) Establish and manage a comprehensive nutrition information system.

(b) Targets

- 1. Four applied operational research on nutrition education and communication executed by June 2023;
- 2. Six researches on nutrition policy, and planning conducted by June 2023;
- 3. Comprehensive multisectoral nutrition information system rolled out to ministries, RS and LGAs by June, 2023;
- 4. Six researches on community health and nutrition executed by June, 2023;
- 5. 10 research officers' capacity's to conduct and evaluate operational researches on community health and nutrition strengthened by June, 2023;
- 6. Six research on food science and nutrition implemented by June, 2023;
- 7. 15 research officers' capacity to conduct and evaluate operational researches on food science and nutrition strengthened by June, 2023;
- 8. Analytical capacity of three sections of food and nutrition laboratory (biochemistry, microbiology and food chemistry) strengthened by June, 2023;
- 9. Three novel food products developed using locally available food to improve nutritional status of people by June, 2023;

(c) Key Performance Indicators

- (i) Number of research executed on nutrition education and communication;
- (ii) Number of researches conducted on nutrition policy, and planning;
- (iii) Number of nutrition officers/ focal persons trained on MNIS;
- (iv) Number of researches conducted on community health and nutrition;
- (v) Number of researchers capacitated on community health and nutrition researches;
- (vi) Number of researches conducted on food science and nutrition;
- (vii) Number of researchers capacitated on food science and nutrition researches;
- (viii) Number of laboratory sections capacitated;
- (ix) Number of novel food products developed; and
- (x) Number of analytical assessment carried out.

(d) Expected Outcomes

- (i) Increased availability and use of quality nutrition information by communities, government and partners for evidence-based decision and actions; and

- (ii) Increased awareness of the magnitude and prevention of all forms of malnutrition.

3.4.5 (E) Food and nutrition programming supervisory, partnership and collaboration strengthened

Engaging with sectoral ministries through multisectoral harmonization and collaboration with different Stakeholder's in the implementation of food and nutrition actions and programmes is of very vital so as to achieve the proposed nutrition targets. In view of this, there will be strengthening partnership and collaboration system with relevant higher learning and research, development institution and other nutrition stakeholders in delivering quality nutrition services and achieving high coverage of high impact nutrition interventions at all levels.

(a) Strategies

- (i) Engage in partnership and collaboration with relevant higher learning and research and development institution and nutrition stakeholders;
- (ii) Engage with sectoral ministries to mainstream food and nutrition aspects into sectoral policies, plans, strategies and programs;
- (iii) Leverage interaction with food producers, manufacturers and distributors for proper nutrition value of the food produced and marketed; and
- (iv) Initiate and review food and nutrition programs and projects for the benefit of the communities.

(b) Targets

1. Ten annual monitoring and evaluation platforms on multisectoral nutrition response conducted by June 2023;
2. Thirty thematic working group sessions related to nutrition policy and planning executed by June 2023;
3. Twenty four (24) thematic working group sessions related to community health and nutrition executed by June 2023;
4. Implementation of IMAM program supervised in 26 regions by June 2023;
5. Implementation of IDD programs supervised in 9 in 9 low performing regions by June 2023; and
6. Twelve coordination meetings related to food science and technology conducted by June, 2023.

(c) Key Performance Indicators

- (i) Number of technical reviews conducted annually
- (ii) Number of thematic working group meeting related to nutrition policy and planning conducted
- (iii) Number of thematic working group meeting related to community health and nutrition conducted.
- (iv) Number of supervised regions on IMAM.
- (v) Number of supervised regions on IDD.

- (vi) Number of coordination meeting related to food science and technology executed.

(d) Expected Outcomes

- (i) Increased partnerships and collaboration between TFNC and key nutrition stakeholders;
- (ii) Increased engagement of private sector in the implementation of the national nutrition plans; and
- (iii) Increased provision of technical support and review of nutrition projects and programs at all levels.

3.4.6 (F) Responsiveness on food and nutrition issues among the public strengthened

Food and nutrition promotion is among the major function of the Centre since its conception. The Centre is obliged to stimulate and promote amongst the people of Tanzania an awareness of the importance of good nutrition practices and the effect of all forms of malnutrition. From this background the Centre is envisioned to share nutrition and related information to the public so that to promote nutrition and health welfare for the public at large.

(a) Strategies

- (i) Facilitate Advocacy and Social mobilization approach;
- (ii) Improve communication and information flow within and outside the Centre;
- (iii) Facilitate Community-Centered Capacity Development (CCCD) approach; and
- (iv) Facilitate Social and Behaviour Change Communication (SBCC) approach for nutrition.

(b) Targets

1. Accessibility of Maternal, Infant, Young Child and Adolescent Nutrition services among 51 LGAs enhanced by June 2023.
2. Four guidelines on MIYCAN reviewed and disseminated by June 2023.
3. Twenty (27) community nutrition and health events commemorated by June, 2023.
4. Capacity of 30 media institutions on community health and nutrition issues enhanced by June 2023.
5. Six exhibitions to facilitate access to food products and nutrition information to Public enhanced by June, 2023.
6. Six center policies, guidelines, strategies, protocols, standards and regulations on MIYCAN disseminated by June, 2023

(a) Key Performance Indicators

- (i) Number of LGAs covered with MIYCAN services
- (ii) Number of MIYCAN guideline disseminated
- (iii) Number of community nutrition and health events commemorated
- (iv) Number of media institutions capacitated on community health and nutrition
- (v) Number of exhibition on food products executed

- (vi) Number of policies, strategies, protocols, standards and regulations developed.

(b) Expected Outcomes

- (i) Improved nutrition behaviors, attitude and practices for the community; and
- (ii) Increase Centre's reputation among the public.

3.4.7 (G) Management, Administration and Technical Supportive Services for Effective Performance for the Institute Improved

This objective aims at managing human and financial resources of the institute in order to increase provision of quality services to its stakeholders. It also aims at strengthening planning processes; managing information, communication and technology; accounting and inventory control systems;

(a) Strategies

- (i) Strengthen recruitment process and retention of human resource;
- (ii) Improve staff welfare, incentive, security, safety, capacity building and other operational services;
- (iii) Strengthen and implement an effective accounting and financial management and procurement systems;
- (iv) Strengthen and implement an effective audit control system;
- (v) Develop and review institutional policies, guidelines, strategies, protocols, standards and regulations;
- (vi) Develop, implement, monitor and evaluate plans and programs;
- (vii) Improve communication and information sharing systems within and outside the Institute; and
- (viii) Institutional infrastructures acquired and maintained.

(b) Targets

1. Annual plan and budget monitored and evaluated by June, 2023
2. Forty five percent of TFNC staff trained and developed by June 2023
3. Twenty qualified staff recruited and 95% retained by June 2023
4. Fifteen percentage of equipment, office and residential houses improved by June 2023
5. Seventy five Institutional good governance criteria achieved by June 2023
6. Seventy five of administrative tools established and strengthened by June 2023
7. Finance and Accounting system accounting package for effective services delivery strengthened by June 2023.
8. Internal audit systems instituted and strengthened by June 2023
9. Information Communication and Technology operations improved and strengthened by June 2023
10. Procurement system and inventory management strengthened and implemented by June 2023
11. Institution Legal services strengthened by June 2023

(c) Key Performance Indicators

- (i) Number of periodic performance reports produced
- (ii) Percentage of staff trained and developed
- (iii) Number of training facilitated
- (iv) Number of staffs recruited
- (v) Percentage of staff retained
- (vi) Percentage of equipment, office and residential houses renovated/acquired
- (vii) Percentage of criteria achieved
- (viii) Percentage of administrative tools established and strengthened
- (ix) Functional accounting package in place
- (x) Number of audit queries issued
- (xi) Management Information Systems established
- (xii) ICT Infrastructures established
- (xiii) Number of items procured and updated inventory list

(d) Expected Outcomes

- (iii) Increased efficiency and effectiveness of service delivery at all levels;
- (iv) Strengthening resources accountability; and
- (v) Increased availability and sharing of food and nutrition information to all stakeholders and the public.

CHAPTER FOUR: RISK MANAGEMENT

4.0 Introduction

Business environment is continuously changing from time to time as a result institutions operating in these field are susceptible of becoming vulnerable to not achieving their strategic objectives. In this stance long-term sustained growth, continued success and reputation of these institutions is critically dependent on the effective risk management process which is amongst core focus area of good governance and modern management.

The Government recognized the existence of various risks in public sector and issued directives to all public institutions to incorporate risk management practices in their daily functions. In recognition of this reality TFNC appreciates the need to incorporate risk management concepts in its operations. To achieve this responsibility TFNC developed this Framework document to guide the implementation of risk management practices across its activities and programs.

4.1 Objective of the Risk Management Framework

The main objective of this framework is to provide practical guidance to TFNC in developing and implementing standardized and customized risk management practices to be embedded in day-to-day activities.

4.2 Rationale for Risk Management at TFNC

TFNC operates in a dynamic business environment which is not risk free, hence it is required to manage and control risks in order to achieve its goals. The following are the potential benefits for managing risks at TFNC:-

- a. Establishment of a reliable basis for decision making and planning (strategic and operational planning);
- b. Effective use of organization's resources such as minimizing operational surprises, shocks or unexpected losses;
- c. Enhanced communication on risk issues across all levels of management within the organization;
- d. Assurance on achievement of organization's objectives and grasp new opportunities in a timely manner;
- e. Ensure compliance with relevant legal and regulatory requirements and international standards; and
- f. Increase stakeholders' confidence and trust that the organization is aware of the risks towards attaining its objectives.

4.3 Risk management procedures/assessment of risks

These are the combined process of: identifying and analyzing potential events that may negatively impact individuals, assets, and/or the environment; and making judgments "on the tolerability of the risk on the basis of a risk analysis" while considering influencing factors.

4.3.1 The Risk Management Process

The risk management approach shall be in line with the International Standards for Risk Management recommended for use in Tanzanian public sector context as stipulated in ISO 31000:2009. The figure below summarizes the process.

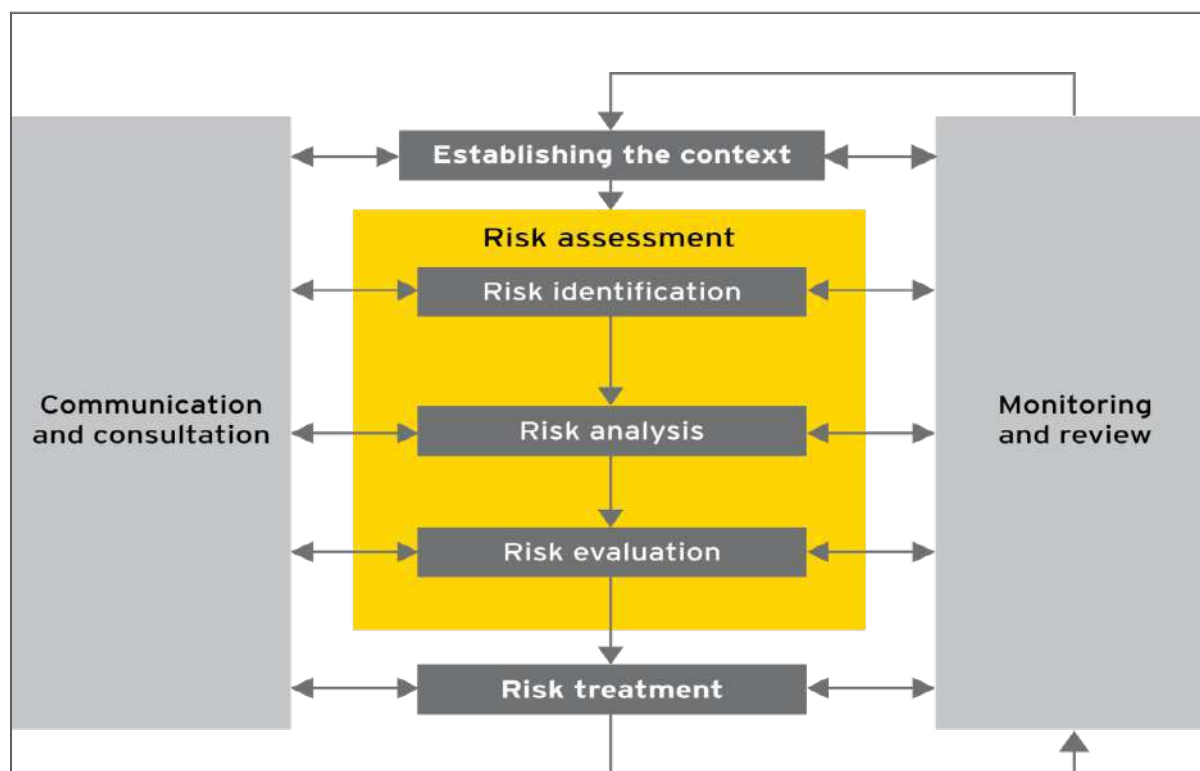


Figure 1: Risk management procedures (Source: ISO 31000:2009)

4.3.1.1 Establish the Context

The objective of establishing the context is to provide a comprehensive appreciation of all the factors that may have an influence on the ability of the TFNC to achieve its intended outcomes. The context shall be established by understanding its legal mandate, mission, vision, strategic direction, goals, plans, objectives, activities, programs and its inherent risks. The TFNC context as elaborated in chapter two of this document shall take into consideration both internal and external factors that may affect its ability to achieve the intended objectives.

4.4 Risk identification

This is a process of identifying and documenting a list of risks based on the events and circumstances that might enhance, prevent, degrade or delay the achievement of strategic objectives of the Centre. TFNC shall follow the following steps in the process:-

- Understand the context – use the key elements defined in establishing the context earlier to understand the nature of the TFNC’s strategic objectives and potential problems;
- Gather data to identify risks against each objective. These will include historical data and discussions with staff with knowledge, skills and experience from the directorates and zone offices;
- Categorize risks according to strategic objectives; and
- Document each risk in a “Risk Identification and Analysis Sheet).

4.4.1 Risk identification techniques and tools

The Centre will use any or combination of the following tools and techniques as it sees appropriate:-

Team-based brainstorming (e.g. Control and Risk Self-Assessment-CRSA);

- a. Checking the lists of registered risks and judgments based on experience and records; and
- b. Scenario analysis in risk identification process.

4.5 Risk Analysis

This is a step by step procedure to determine the magnitude of each identified risk. The difference in the magnitude and impact determines the diversity of appropriate actions to counteract the effect of each impact on the achievement of TFNC objectives. The following steps will be followed during risk analysis:-

a. Identify and evaluate existing controls

This involves identification of controls in place in order to mitigate the risk. Such controls should be effective (designed appropriately for the intended purpose) and operational (control works as effectively as intended).

b. Determine risk likelihood and impact

- i. Determination of the level of likelihood and impact of an event should be assessed in view of the effectiveness of the existing strategies and controls;
- ii. The most relevant sources of information that the Centre will use during analyzing the consequences and likelihood will include: Past records, practical and relevant experience, relevant published literature and Results of public consultation; and
- iii. Where no reliable or relevant past data available, subjective estimates may be made which reflect an individual's or group's degree of belief that a particular event or outcome will occur.

The magnitude of the likelihood and impact will be based on Centre's chosen rating scale of 5-Band rating scale as recommended by the guidelines issued by the Ministry of Finance and Planning as indicated below in **Table 2**.

Table 3: Risk Ratings in 5- Band Rating Scale

Number	Impact	Likelihood
5	Very High (VH) - Catastrophic	Very High (VH)- Almost certain
4	High (H) - Major	High (H) - Likely
3	Moderate (M) - Moderate	Moderate (M) - Possible
2	Low (L) - Minor	Low (L) - Unlikely
1	Very Low (VL) - Insignificant	Very Low (VL) - Rare

c. Rating the risk likelihood and impact.

The interpretation of rating of the likelihood and impact will be in accordance with the risk classified below in **Table 3 and 4 respectively**.

Table 4: Classification Guidance on Risk Likelihood

Rank	Score	Explanatory Note
Very High (Almost Certain)	5	The adverse event will definitely occur, probably multiple times in a year.
High (Likely)	4	The adverse event is expected to occur in most circumstances eg from 60% onwards chance of occurring in the next 12 months or 6 out of every 10 years. History of events in the institution or similar organizations.
Medium (Possible)	3	The risk event should occur at some time e.g. between 10%-59% chance of occurring in the next 12 months or between 2- 5 out of every 10 years. i.e. (50/50 chance of occurring within the next year).
Low (Unlikely)	2	The risk event may occur only in exceptional circumstances e.g. below 10% chance of occurring in the next 12 months or once in 10 years
Very Low (Rare)	1	Highly unlikely to occur in the next 5 years. No history of adverse event in the organization

Table 5: Classification Guidance on Risk Impact

Rank	Score	Explanatory Note
Very High (Catastrophic)	5	<ul style="list-style-type: none"> Non-delivery of services/ impact that would result in failure to achieve three or more of our strategic aims, objectives or key performance targets Significant financial loss (e.g. budget reduction by 20%) Death and/or loss of reputation or image that may take more than five (5) years to recover or involves litigation Event that involves significant management time
High (Major)	4	<ul style="list-style-type: none"> Non-delivery of services/ impact that would result in failure to achieve one to two of our strategic aims, objectives or key performance targets High financial loss (e.g. budget reduction by 10%) Multiple loss of life and/or loss of reputation or image that may take 2-5 years to recover or involves litigation Event that involves relatively higher management time
Medium (Moderate)	3	<ul style="list-style-type: none"> Partial delivery of services/ restricted ability to achieve one or more of our strategic aims, objectives or key performance targets Moderate financial loss (e.g. budget reduction by 5%) Moderate loss of life and/or loss of reputation or image that may take 1 year to recover
Low (Minor)	2	<ul style="list-style-type: none"> Delivery of services with acceptable levels of problems/ some aspects of one or more of our strategic aims, objectives or key performance targets Minor financial loss (e.g. budget reduction below 5%) Event that involves little management time

Rank	Score	Explanatory Note
Very Low (Insignificant)	1	<ul style="list-style-type: none"> No impact Insignificant financial Loss

Table 6: Plotted Risk Heat Map showing risk profile

Likelihood	Almost Certain	5	10	15	20	25
	Likely	4	8	12	16	20
	Moderate	3	6	9	12	15
	Unlikely	2	4	6	9	10
	Rare	1	2	3	4	5
		Low	Minor	Moderate	Major	Catastrophic
Legend	Impact					

4.6 Risk Evaluation

This involves comparing the overall risk exposure against risk tolerance (Risk Appetite). Risk evaluation enables the Centre to determine and prioritize risks, which need treatment and shall involve the following steps:-

- Ranking the risks according to an agreed criteria;
- Consideration on how each risk ranks in relation to other risks; and
- Developing priority list of the risks.

The evaluation of risks will be based on risk intensification as indicated in Table 6 below.

Table 7: Risk intensification

Extreme (15-25)	Very serious. Immediate action required and review actions and controls regularly (Active Management)
High (10-14)	Serious concern; higher priority. Take immediate action and review at least three times a year
Medium (5-9)	Develop procedures to manage risk including contingency plans (steady action required). Review actions and controls bi-annually
Low (1-4)	No major concern (Accept/Tolerate). Current actions and controls are adequate. However, review them annually.

The analyzed risk is compared against the documented and approved tolerable risk criteria. If the protected risk is greater than the tolerable risk level the risk needs additional control measures or improvements in the effectiveness of the existing controls.

The Centre shall establish the decision of whether a risk is acceptable or not acceptable. A risk may be considered acceptable if:-

- a. The risk is sufficiently low that treatment is not considered cost effective;
- b. Treatment is not available, e.g. a project terminated by a change of government; and
- c. Sufficient opportunity exists that outweighs the perceived level of threat.

Acceptable risks should be monitored and periodically reviewed to ensure they remain acceptable.

4.7 Risk Treatment

The objective of this step is to develop cost effective options for mitigating the risks. The Centre shall consider the following risk treatment actions in addressing unacceptable risks:

- a. Avoid the risk by choosing a different strategy or terminating the activity that produces the risk;
- b. Prevent the risk by implementing or improving the internal control system;
- c. Transfer the risk to another party more competent to manage it by contracting out services, establishing strategic partnerships and buying insurance;
- d. Accept the risk where cost and strategy considerations rule out alternative strategies; and
- e. Exploit the risk factors by implementing strategies to take advantage of the opportunities presented by such risk factors.

In instances where the management of risk is not within the control of the Centre, the response strategies should consider measures such as forward planning.

The Centre shall consider the following factors when executing the risk treatment:

- a. The possibility of reducing the likelihood of the risk to occur through detective, preventive maintenance, quality assurance and management, change in business systems and processes; and
- b. The possibility of reducing the impact of risk through contingency planning, minimizing exposure to sources of risk or separation/relocation of an activity and resources.

4.9 Risk Management Governance Structure

A fully integrated enterprise wide risk management requires roles and responsibilities to be clearly defined and assigned to designated individuals and organs. In this stance, TFNC has established a clearly defined risk management structure to be integrated into existing management systems for easy implementation. This section presents clearly defined structure, individual and collective risk management responsibilities at all levels of the Centre.

4.9.1 Risk management roles and responsibilities

The implementation of risk management is assigned to different levels in the Centre. The specific roles and responsibilities for individuals and organs involved in risk management process, as well as reporting levels and performance relationship are as described hereunder:-

4.9.1.1 Governing Board

The Governing Board is ultimately responsible for oversight of internal and external risks that may impact TFNC in achieving its strategic objectives. The Board is responsible for:-

- a) Understanding TFNC risk policy;
- b) Review TFNC portfolio of risk and consider it against the Centre's risk appetite;
- c) Approve risk management performance reports as per Tanzania Financial Report Standard from the management and make appropriate resolutions; and
- d) Approve recommendations of the Audit Committee regarding the effectiveness of the risk management processes.

4.9.1.2 Audit Committee of the Board

The Audit Committee of the Board shall have the following roles and responsibilities:

- a) Assist the Board to review and promote TFNC Risk Management objectives, strategy and policy;
- b) Monitor and evaluate the risk management process at strategic, managerial and operational levels;
- c) Deliberate and advise the Board on risk management reports on quarterly basis;
- d) Commission and review assessment of the Risk Management Framework and advise the Board accordingly;
- e) Provide for a standing agenda item on risk at every meeting held and receive feedback from Internal Audit, Directorate and Units on the effectiveness of the implementation of risk management; and
- f) Advise the Board on all relevant matters relating to risk management arising from the annual and audit reports.

4.9.1.3 Managing Director

The Managing Director is accountable for the overall governance of the risk management practice in TFNC. This includes overseeing the development and implementation of Risk Management Framework that align to TFNC operations, structure and context. Specifically, the Managing Director has the following responsibilities:-

- a) Setting an appropriate tone by supporting the adoption and implementation of effective risk management;
- b) Design, implement and enhance Appropriate Risk Management Framework;
- c) Delegate responsibilities for risk management to risk owners and internal formations so that it aligns to the existing organization structure, processes, culture and context;
- d) Provide assurance to relevant stakeholders that key risks are properly identified, assessed and mitigated;
- e) Report risk management issues on annual risk report as per TFRS (Tanzania Financial Report Standard);
- f) Supervise the implementation of appropriate and approved risk policies, procedures and guidelines throughout the Centre;
- g) Approve TFNC risk register and recommend submission to the Audit Committee;
- h) Implement risk management governance mechanisms established by the Risk Management Framework for effective monitoring of risks and their management;.

- i) Ensure that the risk management function is availed with appropriate and sufficient resources; and
- j) Ensure appropriate action in respect of the recommendations of audit committee, internal audit, and external audit with regard to issues of risk management.

4.9.1.4 Risk Management Coordinator

This is a primary risk champion appointed by the Managing Director to assist him to fulfill risk management roles and to coordinate efforts in reviewing and updating the Centre's Risk Management Framework and its implementation. The Risk Coordinator has the following responsibilities;

- a) Coordinate efforts for developing and enhancing appropriate risk management policies and procedures;
- b) Coordinate and monitor the implementation of risk management initiatives within the Centre;
- c) Work with risk owners to ensure that the risk management processes are implemented in accordance with approved Risk Management Framework;
- d) Review all risk registers for consistency and completeness;
- e) Provide advice and tools to staff and management on risk management issues, including facilitating workshops in risk identification;
- f) Promote understanding and support for risk management including delivery of risk management training;
- g) Oversee and update organization-wide risk profiles, with input from risk owners;
- h) Ensure that relevant risk information is reported and escalated or cascaded, as the case may be, in a timely manner that supports organizational requirements; and
- i) Ensure Board members, management and staffs receive support and training to fulfill their responsibilities on risk management.

4.9.1.5 Risk Owners

Risk owners (Appointed person in Managing Director's office, Directors and Heads of Units) are the ones who assume responsibility for designing, implementing, and/or monitoring risk treatments and shall be responsible for the following:-

- a) Manage the risk within their area of jurisdiction;
- b) Review the risk on a regular basis;
- c) Update risk register information;
- d) Prioritize the risk that is increasing in likelihood or consequences;
- e) Provide information about the risk when it is requested. This includes giving cooperation to auditors (both internal and external) in the course of audit of risk management activities within their departments or directorates;
- f) Prepare and submit quarterly risk management implementation reports and risk treatment action plans;
- g) Annual review of their risk registers and related controls;
- h) Maintain risk register and other documents/ reports relating to risk management in a systematic manner;

- i) Cascade down to subordinates TFNC risk appetite and make sure that it is well understood;
- j) Receive directives from Managing Director regarding risk management activities and ensure that the directives are acted upon by respective individuals within each directorate and Units; and
- k) Manage, monitor and review risks from planning to implementation level for all projects, activities and operation being undertaken at their areas.

4.9.1.6 Risk Champions

Risks champions are appointed by the Managing Director from each Directorate, Units and Managing Director's office and will collaborate with the Risk Management Coordinator in promoting risk management culture across TFNC. The key functions of risk champions are:

- a) Be aware of Centre's risk management requirement and liaise with coordinator in embedding risk management practices into other systems and processes;
- b) Assist in ensuring implementation of risk management process in functional and operational areas consistently across the Centre;
- c) Work with directors/Head of Units within their functional areas to identify, capture the key business risks and regularly review, update and monitor their respective risk registers;
- d) Act as point of contact for risk management enquiries at their respective directorate/Units;
- e) Facilitate dissemination of risk information to their respective directors/Head of Units;
- f) Regularly updating the risk owners regarding progress in implementing risk management programs; and
- g) Document and update risk register in their areas.

4.9.1.7 Chief Internal Auditor

The Chief Internal Auditor has the responsibility of providing overall assurance regarding adequacy and effectiveness of risk management process by conducting the following activities:

- a) Prepare risk based audit plans;
- b) Review and evaluate the effectiveness of the risk management process in mitigating risks facing the Centre;
- c) Advise the Managing Director and Audit Committee on the effectiveness of the risk management;
- d) Perform quarterly reviews on compliance with Risk Management Framework; and
- e) Participate in audit committee meetings where risk management issues are discussed.

4.9.1.8 TFNC Staff

Every individual staff shall have the following roles and responsibilities:-

- a) Recognize the integrated Risk Management Framework approved by the Board;
- b) Adhere to and apply the risk management process in their respective work undertakings;

- c) Implement the recommendations and directives of their supervisors as far as Risk Management is concerned; and
- d) Identify and report risk to immediate supervisor and use appropriate documentation procedures to record them.

CHAPTER FIVE: RESULT FRAMEWORK

5.1 The Development Objective

To provide strategic direction and advise the Government and other stakeholders including the public on all matters related to food and nutrition policy; promotion and advocacy of good nutrition and nutrition related activities in the country.

5.2 Beneficiaries of the Strategic Plan

The implementation of TFNC strategic plan helps to increase access of good nutrition services and practices to the beneficiaries specifically children, adolescents, women and men with a view to ensure Tanzanians are better nourished leading to healthier and more productive lives that contribute to economic growth and sustainable development.

5.3 Monitoring Plan

The monitoring plan matrix consist of indicators, indicator description, baseline data, indicator targets values, data collection methods, indicator reporting frequencies and the responsible institution for data collection, analysis and reporting. Several specific indicators have been selected for use in monitoring the performance of the Strategic Plan as depicted in Table 5.

Table 8: Monitoring Plan

Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility	Collaborators
	Date	Value	YR1 2020/21	YR2 2021/22	YR3 2022/23	YR4 2023/24	YR5 2024/25	Data source	Data Collection Instrument	Frequency of Data Collection	Means of Verification			
Objective A: HIV and AIDS Supportive services improved and HIV and AIDS infections reduced.														
Number of staff trained on prevention and management of HIV and AIDS	2017/2018	60	110	120	140	140	142	Training report	Checklist	Annually	Training Reports	Annually	DFPA	DFSN DCHN DNET DNPP
Number of staff living with HIV/AIDS supported	2017/2018	0	1	2	3	4	5	Implementation report	Checklist	Annually	Annual Reports	Annually	DFPA	DFSN DCHN DNET DNPP
Objective B: Implementation of National Anti-Corruption Strategy and Action Plan (NACSAP) enhanced.														
Number of staffs trained on public service ethics	2017/2018	0	110	120	140	140	142	Implementation report	Forms	Annually	Training Reports	Annually	DFPA	DFSN DCHN DNET DNPP
Objective C: Stakeholders Engagement in Food and Nutrition Initiatives through Training and Capacity Development Strengthened.														
Number of implementers trained on MIYCAN	2018							Training report	Register	Quarterly	Training Reports	Annually	DNET	
Percentage of MDAs, RS, LGAs nutrition officers capacitated on nutrition policy and plans;	2018	0	0	0	25%	50%	80%	Implementation report	Checklist	Annually	Implementation report	Annually	DNPP	DFSN DCHN DNET DFPA
Percentage of regional and council nutrition officers capacitated on management and use of nutrition data for informed decisions;	2018	20%	35%	50%	70%	80%	90%	Implementation report	Checklist	Annually	Implementation report	Annually	DNPP	DFSN DCHN DNET DFPA
Number of RHMTs and CHMTs teams capacitated on IMAM supervisory and mentorship in 15 regions.	2018	0	4	6	8	12	15	Training report	Training Registration	Quarterly	Training reports	Quarterly	DCHN	DFPA

Number of low performing regions capacitated on prevention and control of IDD.	2018	5	5	4	2	4	3	Implementat ion report	Training registration	Quarterly	Training reports	Quarterly	DCHN	DFPA
Number of regions with high prevalence of anemia capacitated on prevention and control of anemia.	2018	0			2	4	3	Training report	Training Registration	Quarterly	Training reports	Quarterly	DCHN	DFPA
Number of Food firms capacitated on food processing, preservation, storage and product development	2018	0	0	6	6	6	6	Implementat ion report	Checklist/ Registers	Annual	Implement ation report	Annual	DFSN	DFPA
Number of RHMT & CHMT oriented on quality service delivery for control of vitamin A deficiency	2018	6	6	6	6	6	6	Training report	Checklist/ Registers	Biannual	Training report	Biannual	DFSN	DNPP
Objective D: research, innovation and use of evidence based information in improving nutrition status of the people promoted;														
Number of applied research executed on nutrition education and communication	2018	0	0	1	1	1	1	Research report		Annually	Research report	Annually	DNET	
Number of researches conducted on nutrition policy, and planning;	2018	0	1	1	2	1	1	Research report	Research report	Annually	Research report	Annually	DNPP	DCHN DNET DFSN
Number of nutrition officers/ focal persons trained on MNIS	2018	26	26	26	210	210	210	Training report	Training report	Quarterly	Training report	Annually	DNPP	
Number of researches conducted on community health and nutrition	2018	0	0	2	1	2	1	Research report	Checklist	Annually	Research reports/pu blications	Annually	DCHN	DNPP DFSN
Number of researchers capacitated on community health and nutrition researchers	2018	0	1	1	4	3	2	Research report	Checklist	Annually	Research report	Annually	DCHN	DNPP DFPA
Number of researches conducted on food science and nutrition	2018	0	0	2	1	2	1	Research report		Annually	Research report	Annually	DFSN	DNPP
Number of researchers capacitated on food science and nutrition researches	2018	0	3	3	3	3	3	Research report	Checklist	Annually	Research report	Annually	DFSN	DCHN DNET
Number of laboratory sections capacitated	2018	1	1	1	3	3	3	Implementat ion report	Checklist/ Inventory register	Annually	Implement ation report	Annually	DFSN	DNPP
Number of novel food products developed	2018	0	0	0	1	1	1	Implementat ion report	Checklist	Biannual	Implement ation	Biannual	DFSN	DCHN DNET

											report			
Objective E: Food and nutrition programming supervisory, partnership and collaboration strengthened;														
Number of technical reviews conducted annually	2018	1	2	3	3	2	2	Reports		Annually	Report	Annually	DNPP	DCHN DNET DFSN DFPA
Number of thematic working group meeting related to nutrition policy and planning conducted	2018	4	4	4	8	8	8	Meeting minutes		Bi annual	Meeting minutes	Bi annual	DNPP	DCHN DNET DFSN DFPA
Number of thematic working group meeting related to community health and nutrition conducted	2018	0	6	6	6	6	6	Meeting minutes	Participants registration list	Bi annual	Meeting minutes	Bi annual	DCHN	DFPA
Number of supervised regions on IMAM	2018	0	9	9	9	8	8	Reports	Checklist	Annually	Reports	Annually	DCHN	DFPA
Number of supervised regions on IDD	2018	0	3	3	3	3	3	Reports	Checklist	Annually	Reports	Annually	DCHN	DFPA
Number of coordination meeting related to food science and technology executed	2018	2	2	2	2	2	2	Meeting minutes	Checklist	Bi annual	Meeting Minutes	Bi annual	DFSN	DFPA
Objective F: Responsiveness on food and nutrition issues among the public strengthened														
Number of LGAs covered with MIYCAN services	2018	0	40	80	120	160	184	Implementat ion reports	Training Report	Quarterly	Training report	Quarterly	DNET	DNPP DCHN DFSN DFPA
Number of MIYCAN guideline disseminated	2018	1	1	2	3	4	6	Disseminati on report	Disseminati on report	Annually	Dissemina tion report	Quarterly	DNET	DNPP DCHN DFSN DFPA
Number of community nutrition and health events commemorated	2018	0	3	3	9	9	9	Events reports	Register	Quarterly	Event reports	Quarterly	DCHN	DNET DNPP
Number of media institutions capacitated on community health and nutrition	2018	0	0	4	10	10	6	Implementat ion Reports	Register	Quarterly	Implement ation report	Quarterly	DCHN	DNET DNPP

Number of exhibition on food products executed	2018	0	0	1	1	2	2	Implementat ion report	Registers	Bi annual	Implement ation report	Bi annual	DFSN	DNET
Objective G: Management, Administration and Technical Supportive Services for Effective Performance of the Centre Improved.														
Number of Reports produced	2018	6	6	6	6	6	6	Annual, semi – annual quarterly, adhoc reports		Monthly, Quarterly, Annually		Annually	DNPP	DNET DFSN DCHN DFPA
Percentage of staff trained and developed <i>Numerator:</i> <i>Denominator:</i>	2017/20 18	0	17	9.5	17	22	26	Training Inventory	Checklist	Annually	Annual Reports	Annually	DFPA	
Number of staff recruited and	2017/20 18	2	15	36	30	30	30	Recruitment report	Staff list	Annually	Annual Reports	Annually	DFPA	
Percentage of staff retained <i>Numerator: number of staff retained</i> <i>Denominator: Total number of staff</i>	2017/20 18	90	95	95	95	95	95	updated list of staff	Checklist	Annually	Annual Reports	Annually	DFPA	
Percentage of equipment, office and residential houses renovated/acquired <i>Numerator: Number of equipment, office and residential houses renovated/acquired</i> <i>Denominator: Total number of equipment, office and residential house</i>	2017/20 18	40%	45%	45%	45%	45%	45%	Fixed assets register	Checklist	Annually	Annual Reports	Annually	DFPA	
Percentage of criteria achieved on good governance <i>Numerator: number of criteria achieved</i> <i>Denominator: Total number of criteria</i>	2017/20 18	-	85%	85%	85%	85%	85%	Reports	Checklist	Annually	Annual report	Annually	DFPA	
Percentage of administrative tools established and strengthened <i>Numerator: number of administrative tools established</i> <i>Denominator: Total number of administrative tools required</i>	2017/20 18	60%	90%	90%	90%	90%	90%	Functional administrati ve tools	Checklist	Annually	Annual report	Annually	DFPA	
Number of items procured and	2017/20	-						Annual					PMU	

updated inventory list	18							procurement plan Inventory list updated Annual stock taking report						
Internet bandwidth usage (mbps)	2017/18	9	9	11	12	14	15	Annual report	Record	Yearly	Annual report	Yearly	ICTO	ICT Unit
Number of computers working at the Centre	2017/18	67	67	70	73	76	80	ICT Inventory	Computer and accessories sheet record	Yearly	ICT Inventory	Yearly	ICTO	ICT Unit
Number of ICT activities project implemented	2017/18	1	1	2	4	6	8	Annual Report	Annual Report	Yearly	Annual Report	Yearly	ICTO	ICT Unit
TFNC website visitors per year	2017/18	707	707	1500	2500	3500	4500	Web-Visitors counter	Website	Daily, Monthly, Yearly	Analytic-Visitors counter	Yearly	ICTO	ICT Unit

