



STRATEGIC PLAN 2021/22 – 2025/26





UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM
TANZANIA FORESTRY RESEARCH INSTITUTE



STRATEGIC PLAN 2021/22 – 2025/26

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AFR100	African Forest Landscape Restoration Initiative
AU	African Union
BEST	Biomass Energy Strategy
CABI	Centre for Agriculture and Biosciences International,
CCM	Chama Cha Mapinduzi
CD	Centre Director
CEH	Centre for Ecology and Hydrology
CITES	Convention on International Trade of Endangered Species of Fauna and Flora
CPA	Certified Public Accountant
CPSP	Certified Procurement and Supply Professional
CBFM	Community-Based Forest Management
COSTECH	Tanzania Commission for Science and Technology
CoNAS	College of Natural and Applied Sciences
CoP	Conference of Parties
DBR	Director of Beekeeping Research
DFA	Director of Finance and Administration
DFPR	Director of Forest Production Research
DFUR	Director of Forest Utilization Research
DG	Director General
EAAFRO	East African Agricultural and Forestry Research Organisation
EAC	East African Community
EAMCEF	Eastern Arc Mountains Conservation Endowment Fund
e.g.	<i>Exempli gratia</i> and means "for example."
FAO	Food and Agriculture Organisation
FDT	Forestry Development Trust
FYDP	Five Year Development Plan
GDP	Gross Domestic Product
GePG	Government Electronic Payment Gateway
HoC	Head of Centre
HIV	Human Immunodeficiency Virus
ICT	Information, Communication Technology
ICTU	Information, Communication and Technology Unit
IGAs	Income Generating Activities
IPCC	Intergovernmental Panel on Climate Change
IRPC	Internal Research Publication Committee
IRA	Institute of Resources Assessment
KEFRI	Kenya Forestry Research Institute
LO	Legal Officer
LSU	Legal Services Unit
LUKE	Natural Resources Institute Finland

MAC	Management Advisory Committee
M&E	Monitoring and Evaluation
MNRT	Ministry of Natural Resources and Tourism
MoF	Ministry of Finance
MSc	Master of Science
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACS	National Anti-Corruption Strategy
NABERM	National Beekeeping Research Master Plan
NAFORM	National Forestry Research Master Plan
NAFORMA	National Forest Resources Monitoring and Assessment
NAOT	National Audit Office of Tanzania
NEAP	National Environmental Action plan
NEP	National Environmental Policy
NGOs	Non - Governmental Organisations
NTFPs	Non-Timber Forest Products
NFP	National Forest Programme
NORAD	Norwegian Agency for Development Cooperation
OC	Other Charges
OPRAS	Open Performance Review and Appraisal System
PESTLE	Political, Economic, Social, Technological, Environmental and Legal
PFM	Participatory Forest Management
PFP	Private Forestry Programme
PhD	Doctor of Philosophy
POPSM	President Office Public Service Management
PPRA	Public Procurement Regulatory Authority
PMU	Procurement Management Unit
Redd+	Reduce Emissions from Deforestation and Forest Degradation
RMS	Risk Management Strategy
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SEIA	Strategic Environmental Impact Assessment
SMEs	Small and Medium Enterprise (s)
SOP	Standard Operating Procedure
SP	Strategic Plan
SUA	Sokoine University of Agriculture
STI	Science, Technology and Innovation
STIs	Sexually Transmitted Infections
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TaFF	Tanzania Forest Fund
TAFORI	Tanzania Forestry Research Institute
TAWIRI	Tanzania Wildlife Research Institute
TDV	Tanzania Development Vision
TFS	Tanzania Forest Services Agency

TIRWG	Tree Improvement Research Working Group
TPRI	Tropical Pesticides Research Institute
UDSM	University of Dar es Salaam
UNCCD	United Nations Convention to Combat Desertification
UK	United Kingdom
URT	United Republic of Tanzania
WWF	World Wide Fund for Nature

FOREWORD

This Strategic Plan (SP) sets out vision, mission, core values and goals of The Tanzania Forestry Research Institute (TAFORI) for five years, commencing July 2021/22 to June 2025/26. The plan also highlights key indicators as standard measures of performance, and outlines strategies to achieve set objectives. The Strategic Plan 2021/22-2025/26 has been prepared in line with the National Planning Frameworks that link with TAFORI. It enables the Institute to play a key role in the Government's target of ensuring public accountability and transparency.

TAFORI is one of the key public service organizations established under Parliament Act No. 5 of 1980, with the aim of improving quality of service delivery to the citizens of Tanzania. This Strategic Plan 2021/22-2025/26 builds on previous achievements and learnt lessons in ways that will combat new emergent challenges. By addressing new challenges, TAFORI will enhance its operations and contribute to sustainable use of forest and beekeeping resources for economic growth and development. Implementation of the activities related to the set objectives will serve to increase productivity and improve welfare of stakeholders.

I count on strategic engagement of all key stakeholders, during implementation of this plan, to enable the TAFORI to provide quality services. I call upon all stakeholders to uphold TAFORI's vision of *becoming a centre of excellence in research for forestry and beekeeping development in Tanzania*.

I also express my gratitude to the Government of the United Republic of Tanzania (URT) through the Tanzania Forest Fund (TaFF) for financing the development of this plan.



Felician B. Kilahama (PhD)
Chairman, TAFORI Board of Directors

STATEMENT OF THE DIRECTOR GENERAL

Tanzania Forestry Research Institute (TAFORI) is a Parastatal Organization under the Ministry of Natural Resources and Tourism (MNRT) mandated to conduct, coordinate, regulate and disseminate forestry research as well as to disseminate scientific information to end users in Tanzania. The institute has the responsibility of advising forestry and beekeeping stakeholders on the best ways of conserving the resources through research.

During the implementation of the outgoing Strategic Plan (SP), the Institute has achieved on the following aspects: Enactment of The TAFORI (Conduct of Forestry Research) Regulations G.N 684 of the year 2020 as well as the Wildlife Conservation (Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) (Implementation) (Amendment) Regulations G.N 461 of the year 2020. Furthermore, the institute identified forestry and beekeeping research needs from relevant stakeholders which were incorporated during review of the National Forestry Master Plan (NAFORM III, 2020 - 2030) and development of the National Beekeeping Research Master Plan I (NABERM I, 2020 – 2030).

During the past SP, achievement in research included identification and management of forest pests and diseases as well as invasive species. Review of rotation age of Pines and Teak has led to positive economic impacts as currently there is an increase of raw materials for the wood based industries. Nineteen (19) tree species from Miombo woodlands were researched on their wood utilisation properties registered into higher grades in the 8th Schedule of the National Forest Regulations (2004), meaning increased value of the trees and thus the national economy. Another achievement was capacity building in human resources, whereby 13 scientists were trained into PhD level on various specialisations. The other notable achievement includes resource mobilization from internal and external sources which enabled the institute to continue executing her duties.

The institute continued to comply with government policies and directive and good governance practices. I am very grateful to TAFORI Board of Directors, Management, staff and all stakeholders for their enormous contributions to these achievements. Despite the achievements, the Institute still faces key challenges that include financial constraints, inadequate human capacity, inadequate infrastructure and facilities.

It is important to note that, the successful implementation of this plan (2021/22 – 2025/26) will largely depend on the institution to deliver services. I, therefore, request all our honoured stakeholders to continue providing TAFORI with all necessary support to achieve the planned objectives and targets of this plan.



Revocatus P. Mushumbusi (PhD)
DIRECTOR GENERAL

EXECUTIVE SUMMARY

Tanzania Forestry Research Institute (TAFORI) was established by Act No. 5 of 1980 with the mandate to conduct, co-ordinate and regulate forestry research in Tanzania. In 2019, beekeeping research was transferred to TAFORI from the stewardship of Tanzania Wildlife Research Institute (TAWIRI). In 2012 the First Strategic Plan (SP) for the period of 2012 – 2016 was developed and encompassed TAFORI research activities and its support programmes. It was prepared so that it builds achievements for the purposes and takes advantage of the proposed areas for improvement as identified in the different analyses addressed in this planned period. Implementation of activities associated with the set objectives in the SP 2012 – 2016 was largely limited by financial constraints. Moreover, the implementation time frame for SP 2012 – 2016 is overdue and did not include the newly assigned responsibilities of beekeeping research. The aforementioned situation necessitated development of the Second SP to address current research priorities to stakeholders. In view of this background, TAFORI has developed its Second SP for the period 2021/22 – 2025/26.

TAFORI conducted situational analysis including Strength, Weakness, Opportunities and Challenges (SWOC) in political, economic, social, technological, environmental and legal (PESTEL) aspects, and Stakeholders analysis. From the analysis, critical issues were identified, which focused on improvement of services delivery, communication and awareness, staff integrity, human resource management and career development, Working environment, forest and beekeeping research development and capacity building. Other issues are application of information, communication technology (ICT), application of TAFORI standards, development of competence framework, autonomy of the office of the Director General, research coordination and dissemination, enhancing collaboration with donors, as well as HIV/AIDS and non- communicable diseases.

Basing on the identified critical issues, six objectives have been set;

- A. Intervention and Prevention of HIV/AIDS and Non-Communicable Diseases Programmes at work place strengthened;
- B. Internalization of the National Anti-Corruption Strategy Enhanced;
- C. Forestry and beekeeping research improved;
- D. Forestry and beekeeping research coordination improved;
- E. Dissemination of forestry and beekeeping research findings enhanced; and
- F. Institutional capacity to deliver services strengthened.

For each objective, strategies and activities to realize the objective are indicated in this document. Annual work plans and budgets as well as performance indicators have been prepared for each strategic objective.

The first two objectives are cross-cutting and they are in line with the national strategies on HIV/AIDS, & non-communicable diseases and Anti-Corruption. The other four objectives focus on achievement of the core functions of the Institute as stipulated

in the Act. These four objectives intend to drive TAFORI to a new level in terms of institutional capacity to deliver services, research improvement & coordination and dissemination. The realisation of these objectives will be monitored and evaluated using Outcome Indicators that are detailed in Chapter four of this Plan.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

Tanzania Forestry Research Institute (TAFORI) was established by Act No.5 of 1980 with the mandate to conduct, co-ordinate and regulate forestry research as well as to disseminate scientific information to end users in Tanzania. Its history dates back to 1893 when the Germans established a 2.5 ha tree nursery near Dar es Salaam. The nursery tested over 270 species for tropical plantations, ornamental and other trees. Thereafter, a Biological Agricultural Research Station was established at Amani in 1902 to undertake systematic test of indigenous (Juniper and Podo) and exotic (Cypress, Eucalypts, Teak and Black Wattle) tree species. A number of tree species tested, currently constitute major plantation tree species in Tanzania. During the British Colonial Government in 1928 the Biological Agricultural Research Station in Amani was renamed East African Agricultural Research Station and was subsequently shifted from Amani to Muguga (Kenya) in 1948 to form the East African Agricultural and Forestry Research Organisation (EAAFRO). In the early 1950s the then Tanganyika Government established Silvicultural and Utilisation Research Stations at Lushoto (Tanga) and Moshi (Kilimanjaro), respectively to cater for research problems specific to the country while EAAFRO concentrated on regional research needs. The works of EAAFRO ended following the collapse of the first East African Community (EAC) an umbrella organisation embracing EAAFRO activities in 1977. Forest research work was then handed to Forest Division under the Ministry of Natural Resources and Tourism before shifting to TAFORI in 1980. Apart from carrying out and coordinating forestry over the time in the country, early in 2019 beekeeping research function was transferred to TAFORI from Tanzania Wildlife Research Institute (TAWIRI).

1.2 Strategic Plan

Strategic Plan (SP) is a powerful and useful management tool that can be used by Directors, Managers, Heads of units and other personnel to better manage organizations and obtain better results. Strategic planning provides the necessary link between inputs, outputs and outcomes, and clearly shows responsibilities of various Directorates and Units within an organization in achieving agreed organizational objectives. This strategic plan reviews the mandate of TAFORI, its main output and inputs needed for its expected service delivery and outlines the strategy and results for achieving its Vision and Mission for the year 2021/22 to 2025/26. Currently, TAFORI is in the process of reviewing its Act to incorporate beekeeping research. This new strategic plan will address all key issues related to beekeeping considering beekeeping research formally was under Tanzania Wildlife Research Institute (TAWIRI).

Normally, SP has four chapters including Chapter one, which states overview of the organisation, methods used in the development process and objective of the strategic plan. Chapter two gives a brief review of the situation analysis of the organization. Chapter three states the Vision, Mission, Core Values and layout of the SP. It also describes various objectives and their rationale, indicates different strategies that will be employed and points out the targets with timelines. Chapter four describes how the plan will be monitored consistently as required. Therefore, TAFORI as an institution will follow up the outlined contents in the development of the strategic plan.

1.3 Methodology

This SP was developed in participatory manner involving a Task Force representing members from all Directorates and Units of TAFORI. Review of various literature was done in order to align with the national development frameworks such as vision 2026, Ruling Party Election Manifesto, National Crosscutting and Sectoral reform programs. The strategic plan development was conducted through series of sessions. The Taskforce undertook a situation analysis, which involved review of the previous Strategic Plan 2012-2016, stakeholder analysis, strength and weakness, which are internal to the organization, as well as identifying opportunities and challenges which are external to TAFORI. The methodologies led to identification of critical issues that formed the basis for developing new objectives. The management team then developed Core Values, Vision, Mission, Objectives, Strategies, Targets and Key Performance Indicators that formed the plan.

1.4 Purpose of the plan

The purpose of this plan is to provide guidance to TAFORI in executing its mandate as stipulated in the TAFORI Act. The plan also creates a shared vision to TAFORI staff aiming at improving the delivery of services to public which ultimately will improve management of public resources. The objectives are expected to be achieved in the plan, through broad strategies and expected outputs. The plan integrates National planning priorities, sectorial priorities and areas of improvement for TAFORI, hence creating a single coherent plan. It is also meant to inform stakeholders what TAFORI plans to perform for the coming five years, and provide a basis for accountability to measure performance.

1.5 Layout of the Plan

The Plan is organized into four Chapters. Chapter one covers introduction covering background information, Development of TAFORI strategic plan, description of the methodology, purpose and layout of the Plan document. The second chapter involves situational analysis through performance review, stakeholders' analysis and Strengths, Weakness, Opportunities and Challenges (SWOC) analysis. Performance review highlights the major achievements and constraints faced by the Institute during the implementation of the 2012-2016 Strategic Plan. It also summarizes services offered by TAFORI to clients and their expectations. Finally, it narrates the strengths, weaknesses, opportunities and challenges facing the Institute that the Strategic Plan ought to take into account. Chapter Three is the Plan, it presents the vision, mission, core values, objectives, targets, strategies and key performance indicators to guide TAFORI operations over the coming five years. Chapter four presents results framework which shows how the envisioned results in the TAFORI Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. The Plan has three annexes, annex I illustrates the TAFORI Organisational structure, annex II Monitoring plan Matrix, annex III Planned Milestone matrix, annex IV shows the Strategic Plan Matrix and annex V shows Definition of terms.

CHAPTER TWO

2.0 SITUATION ANALYSIS

2.1 Overview of Situation Analysis

Situation analysis scans the environment which the Institute operates. It provides a brief description of the Institute governance framework. It portrays mandate, roles and functions, and the existing vision and mission statements. Also it assesses the performance and provides the way forward as remedial actions to address encountered constraints. Furthermore, the chapter provides results of stakeholder analysis, SWOC analysis and critical issues that need to be addressed.

Review of the current SP has been done due to time limit but also to capture changes in local and international obligations occurred in that time lapse particularly on socio-economics and environmental aspects that might have large influence on forestry and beekeeping sector.

2.2 Mandate

Tanzania Forestry Research Institute (TAFORI) has mandate to conduct, co-ordinate and regulate forestry and beekeeping research, as well as dissemination of research findings for sustainable forest and bee resources management. The outcome enhances socio-economic and environmental benefits to the present and future generations in the country. Regarding implementation of forestry and beekeeping research activities, TAFORI conducts and coordinates research for the purpose of building national capacity to address forest and beekeeping quality, productivity, utilization and conservation for sustainable economy.

2.3 Review of Vision and Mission

The current Vision and mission have been reviewed to make them precise, focused, memorable and easy to be internalized by stakeholders without altering the previous meaning.

2.3.1 Vision

To become a centre of excellence in forestry and beekeeping research, technology development and dissemination of forestry and beekeeping related scientific information in Tanzania.

2.3.2 Mission statement

To conduct, coordinate and regulate forestry and beekeeping research, disseminate scientific information and technologies for sustainable development of forest and allied natural resources.

2.4 Review of Core Values

The current core values have been reviewed to make them precise and focused based on Institutes' mandate.

TAFORI is embracing the following core values:

- i. **Team work spirit and partnership:** Providing support to one another, working co-operatively and respecting one another's views

- ii. **Integrity, Transparency, and Accountability:** Being honest, transparent, responsible and accountable within and outside TAFORI
- iii. **Partnership:** Recognize the achievements of others and value networking
- iv. **Efficiency and effectiveness:** Being efficient and effective in delivering high quality services to stakeholders
- v. **Participatory management:** Involving internal and external stakeholders in decision making
- vi. **Working environment:** Ensure conducive working environment; and
- vii. **Social responsibility:** Respond to the issues and problems facing the society

2.5 Performance Review

During the period 2012/2016 the Institute registered achievements and encountered constraints in course of implementing the following objectives: -

Objective A: Awareness on HIV/AIDS campaign initiated

Key achievements

- i. HIV/AIDS prevention awareness was generally created to TAFORI staff.

Constraints

- i. Limited sensitization campaigns;
- ii. Lack of HIV/AIDS Desk; and
- iii. Unwillingness of Staff to reveal their HIV/AIDS status.

Way forward

- i. Streamline HIV/AIDS awareness campaigns in various staff meetings;
- ii. Establish HIV/AIDS Desk; and
- iii. Staff should be sensitized to reveal their HIV status.

Objective B: National Anti-Corruption Strategy (NACS) and Action Plan enhanced and sustained

Key achievements

- i. Generally, TAFORI staff were sensitized on service code of ethics and National Anticorruption strategy.

Constraints

- i. Absence of straight forward means to detect corruption practices

Way forward

- i. Establish anticorruption desk; and
- ii. Mainstream NACS in TAFORI anti-corruption document.

Objective C: Knowledge and technologies for the sustainable management of forest and bee resources generated

Key achievements

- 1) Successful domestication of *Albizia gummifera*, *Cordia africana*, *Entandrophragma excelsum*, *Newtonia buchananii* and *Prunus africana* for conservation purposes in selected areas in the country;
- 2) Participatory Forest Management Database for 16 Southern African Development Community (SADC) member states developed;
- 3) Climate Change Adaptation Options and their implications on Mangrove Resources in Bagamoyo District assessed;
- 4) Norms for indigenous systems used for forest management and beekeeping practices in Mzozhote Village Forest Reserve in Usambara Mountain, identified;
- 5) The pest *Paranaleptes reticulata* threatening survival and form of Eucalypt clones in community woodlots in Tanga Region identified;
- 6) Impacts of woody invasive plants on rural livelihood, ecosystem services and biodiversity in Eastern Africa for mitigation in Tanga and Kilimanjaro regions assessed;
- 7) Impacts of agroforestry technologies in management of Magamba Nature Reserve assessed;
- 8) Trial plots for assessing survival rate and planting spacing on growth performance of various indigenous tree species (*Milicia excelsa*, *Khaya anthotheca*, *Azela quanzensis*, *Albizia lebeck*, *Tamarindus indica*, *Vachellia nilotica*, *V. polyacantha*, *V. tortilis*, and *Melia azedarach* established in specific sites basing on climatic requirements;
- 9) Trial plots for assessing survival rate and planting spacing on growth performance of various exotics (*Cedrela odorata*, *Acacia mangium*, *Gmelina arborea*, *Pinus patula*, *P. maximinoi*, *P. oocarpa*, *P. caribaea* and Eucalypt clones, *Eucalyptus tereticornis*, *E. pellita*) in specific sites basing on climatic requirements;
- 10) Improved seed and clonal orchards for *Tectona grandis* and seed orchards for indigenous tree species (*M. excelsa*, *K. anthotheca*, *A. quanzensis*) established at Mtibwa Forest Plantation;
- 11) Water use by Eucalypts clones in the country studied;
- 12) Effect of weeding and spacing on growth of bamboo - *Dendrocalamus membranaceae* CV *grandis* established;
- 13) Ten priority medicinal tree species in Miombo ecological zone domesticated;
- 14) Forest health in Pines and *Grevillea robusta* in six government plantations assessed;
- 15) Resistance of *Cupressus lusitanica* to Aphid infestation in Lushoto assessed;
- 16) Effect of fertilizer application on *Eucalyptus saligna* and *Pinus patula* in Lushoto evaluated;
- 17) Seed orchards to supply high-quality *Pinus patula*, *Grevillea robusta*, *Eucalyptus saligna* and *E. grandis* tree seeds in Lushoto and Mufindi districts established;
- 18) Screening trials for Eucalyptus clones hybrids against local landraces and gene conservation stand for lesser known fast growing timber tree species (*Gmelina arborea* and *Melia azedarach*) established at Igwata Malya Kwimba;
- 19) Permanent sample plots for assessing forest resource conditions in Bukombe-Mbogwe Forest Reserve in Shinyanga Region established;
- 20) Baseline information on Carbon storage potential of natural forest in the Eastern Arc Mountains obtained;
- 21) Distribution and abundance of endangered plant species *Saintpaulia* and *Streptocarpus* in Eastern Arc Mountains studied for conservation purposes;

- 22) Models for estimation of tree volume and biomass in different vegetation types including Miombo woodlands, Teak, *Pinus patula*, Baobab, Cashew, Coconut, Palm, Itigi thickets, *Vachellia -Commiphora*, lowland and tropical rainforest in Tanzania were developed;
- 23) Suitable Institutional arrangement in forests and woodlands under Community-Based Forest Management (CBFM) developed;
- 24) Efficient charcoal production technology (Casamance Earth Mound Kiln) and use of improved cooking stoves for sustainable utilisation of forest resources developed;
- 25) Physical and strength properties of juvenile *Pinus patula* (5 - 15 years old) suitable for woodfuel, veneer and pulp production determined;
- 26) Optimal rotation age of *Tectona grandis*, *Pinus patula*, *P. caribaea*, *P. tecunumanii* and *P. kesiya* in plantation forests for timber production determined;
- 27) Minimum age of *Pinus patula* suitable for pulp and paper production determined;
- 28) Wood properties of nine-year-old Eucalypts clones for pulp and paper production, woodfuel and for structural use determined;
- 29) Nutrient contents of dried leaves of *Zanthoxylum chalybeum* Engl. for food consumption determined;
- 30) Nicotine content in honey from tobacco and non-tobacco growing areas determined;
- 31) Distribution map of pollen and honey in Tanzania developed;
- 32) Preference bee forage plants for African honeybees and stingless bees in Tanzania identified;
- 33) Effects of Parasitic mites (*Varroa* species) on the diversity, abundance and productivity of African honeybee (*Apis mellifera scutellata*) colonies in Tanzania determined;
- 34) Promotion of starter honeybee colonies production using breeding techniques (queen rearing) in the Beekeeping sector in Tanzania studied;
- 35) Markets and marketing of bee products in Tanzania studied; and
- 36) Value addition in bee products studied.
- 37) Impact of auction system on forest revenue collection in Tanzania forest plantations

Constraints

- ii. Shortage of human resource in some area of specialization;
- iii. Limited research coverage in forest and beekeeping;
- iv. Insufficient and untimely disbursement of funds;
- v. Absence of modern technology and working tools;
- vi. Lack of accreditation as a Phytosanitary authority; and
- vii. Lack of accredited beekeeping laboratory.

Way forward

- i. Secure adequate funds;
- ii. Improve recruitment and training programme in areas that lack specialists
- iii. Increase research coverage in both forestry and beekeeping;
- iv. Inform stakeholders on regulatory requirements for phytosanitary and accreditation of bee products
- v. Timely and adequate funds disbursement.

Objective D: Human capacity to meet local and international obligations strengthened

The institute capacity in terms of human resourceduring the first SP was strengthened.

Key achievements

Table 1 shows number of staff during implementation of the first SP. There is increase in number of staff from 2012 to 2020, however still not adequate.

Table 1: TAFORI Staff strength as at 2020

Education level	Total number of staff		
	2012	2018	2020
PhD	2	7	12
Masters	20	29	25
Bachelor’s Degree	21	21	21
Advanced Diploma	3	4	3
Diploma	14	26	33
Certificates	19	13	12
Other	51	26	13
Total	135	124	119

Constraints

- i. Shortage of human resource in some fields;
- ii. Delayed confirmation, promotion and salary of staff; and
- iii. Absence of incentive schemes to attract and retain staff.

Way forward

- i. Secure adequate funds;
- ii. Recruit staff in some areas of specialization;
- iii. Develop training need assessment document,
- iv. Develop Staff Training policy, and
- v. Improve staff motivation schemes.

Objective E: Good and adequate infrastructure for forestry and beekeeping research to meet national and international research obligations provided;

Key achievements

The Institute continued to improve research infrastructure which involved rehabilitation of laboratories and offices, provision of furniture, field and laboratory facilities. Specifically, procurement of equipment and facilities for Laboratory at the Headquarters, equipment for measuring water uptakes by various trees, procurement of ICT equipment and software applications, establishment of clonal nurseries at Kwamwarukanga Station at Lushoto Silviculture Research Centre and Kibaha Lowland Afforestation Research Centre. Despite

these improvements, there are still some infrastructure gaps at TAFORI Centres and Headquarters.

Constraints

- i. Inadequate transport facilities such as vehicles and motorcycles;
- ii. Inadequate office and laboratory infrastructure;
- iii. Absence of modern/state of art technology working tools and equipment;
- iv. Lack of accreditation with international organisation; and
- v. Lack of proper ICT infrastructure.

Way forward

- i. Solicit funds for office buildings, ICT and laboratory infrastructures;
- ii. Accreditation to international organization e.g. CITES, FAO, ISO, UNCCD.
- iii. Solicit equipment for apiary establishment and management and queen rearing; and
- iv. Establish zonal beekeeping research apiaries and facilities.

Objective F: Documentation and dissemination of scientific information to stakeholders strengthened

Key achievements

- a) Capacity building to communities in Bagamoyo and Handeni Districts and Dodoma City on conservation of *Terminalia sericea*;
- b) Eighty-seven botanical specimens collected and identified during National Forestry Resources Monitoring and Assessment (NAFORMA) and Rufiji Hydropower Projects.
- c) *Dialium angolense Welw. Ex Oliv* recorded for the first time in Tanzania and Floral of Tropical East Africa Region;
- d) Fire occurrences and intensity in Tanzania Forests mapped;
- e) Lesser marketed timber tree species identified in 13 forest reserves in Mtwara, Lindi and Ruvuma regions, Tanzania for assigning relevant use classes in the Government Notice;
- f) Forest resource assessment in 19 village forest reserves in Babati Manyara;
- g) Benefit sharing on revenues generated from sustainable forest management in village land forest reserves in Lushoto District documented;
- h) Farmer wood energy woodlots demonstration plots 8 ha in total established in Morogoro, Mkuranga, Bagamoyo and Handeni districts;
- i) Participation in National Forest Resources Monitoring and Assessment of Tanzania Mainland (NAFORMA) undertaken;
- j) Baseline information on Carbon storage potential of natural forest in the Eastern Arc Mountains established;
- k) Factors affecting land allocation in semi-Improved and Traditional irrigation Schemes (land ownership, market access, and government policies) identified;
- l) Rules for accessing Non-Timber Forest Products (NTFPs) in Forest Nature Reserves for adaptation to climate change by forest adjacent communities formulated;
- m) Five appropriate agroforestry practices for hill farming communities around Uluguru Mountains developed and disseminated;
- n) Two guidelines for wood energy woodlots establishment and management techniques developed;

- o) Guideline for production of Eucalypts clones developed;
- p) 20 indigenous tree species from Miombo woodlands qualified to be included into the Fourteenth Schedule of the Forest Regulations 2004;
- q) Household annual charcoal consumption in Dar es Salaam, Arusha, Morogoro and Mwanza regions determined;
- r) Publication and dissemination of research findings; and
- s) Coordinated various scientific workshops and conferences including the 1st TAFORI Scientific Conference on Forestry Research for Sustainable Industrial Economy in Tanzania.

Constraints

- i. Low publicity
- ii. Lack of appropriate information hub;
- iii. Lack of forest and beekeeping research guideline;
- iv. Insufficient human resources and funds for outreach programmes;
- v. Insufficient information systems; and
- vi. Insufficient documentaries of success story.

Way forward

- i. Secure adequate funds;
- ii. Strengthen Institutional capacity;
- iii. Improve education and communication to stakeholders; and
- iv. Establish information portal and database systems.

Objective G: Internal and external sources of funds for sustainability of research activities enhanced

Key achievements

During the implementation of first SP, the Institute secured research funds from different sources including Central Government mainly for staff salaries and other charges (OC).

Funds from internal source were from:

- i. The Tanzania Forest Fund (TaFF),
- ii. Tanzania Forest Services Agency (TFS),
- iii. Tanzania Commission for Science and Technology (COSTECH),
- iv. Eastern Arc Mountains Conservation Endowment Fund (EAMCEF);
- v. Conference facilities; and
- vi. Sales of logs (from concluded trial plots) and seedlings.

Funds from International organisations were from:

- i. Swiss Development Cooperation Agency;
- ii. Swiss National Science Foundation;
- iii. World Vision Tanzania;
- iv. World Wide Fund for Nature (WWF);
- v. Ministry of Foreign Affairs – Finland;
- vi. Belgium Technical Cooperation;
- vii. Gatsby Charitable Foundation;
- viii. Centre for Ecology & Hydrology (CEH), UK; and

- ix. Sustainable Agriculture Tanzania (SAT).

Constraints

- i. Lack of proper strategies to solicit research fund;
- ii. Inadequate research fund from government sources;
- iii. Inadequate projects information database; and
- iv. Limited Collaborative research between national and international organisation.

Way forward

- i. Strengthen strategies to solicit research fund; and
- ii. Improve collaboration in national and international stakeholders.

Objective H: Linkages and partnerships strengthened

Key achievements

During the implementation of the first SP, the Institute increased linkages and partnership with local and international institutions/organisation including: -

- i. Sokoine University of Agriculture (SUA);
- ii. College of Natural and Applied Sciences (CoNAS);
- iii. Institute of Resource Assessment (IRA);
- iv. University of Dar es Salaam (UDSM);
- v. Forestry Development Trust (FDT);
- vi. Private Forestry Programme (PFP);
- vii. Tropical Pesticides Research Institute (TPRI);
- viii. Kenya Forestry Research Institute (KEFRI);
- ix. Centre for Ecology and Hydrology (CEH), UK;
- x. Natural Resources Institute Finland (Luke), Finland;
- xi. Swiss Development Cooperation Agency; and
- xii. Swiss National Science Foundation.

Constraints

- i. Weak linkage between stakeholders in research activities;
- ii. Inadequate projects information database systems; and
- iii. Limited Collaborative research in national and international organisations.

Way forward

- i. Strengthen strategies to solicit research fund;
- ii. Improve linkage between stakeholders in research activities; and
- iii. Improve collaboration between national and international stakeholders.

2.6 Review of TAFORI SWOC in PESTEL

Assessment of both internal and external operating environments of TAFORI was made during formulation of the Strategic Plan. Internal strengths, weaknesses and external opportunities and challenges in the political, economic, social, technological, environmental and legal (PESTEL) aspects were assessed and possible mitigation interventions to weakness highlighted in order to achieve planned programmes and initiatives. An analysis of crosscutting institutional issues that affect TAFORI's effectiveness in realising its mission was also carried out. This analysis included customer and stakeholder value proposition.

A summary of the Institute’s Strengths, Weaknesses, Opportunities and Challenges (SWOC) in Political, Economic, Social, Technological, Environmental and Legal (PESTEL) assessment is as presented in Table 2.

Table 2: TAFORI Strengths, Weaknesses, Opportunities and Challenges analysis

Aspect	Strengths	Weaknesses	Opportunities	Challenges
Political	<ul style="list-style-type: none"> i. Recognition by autonomous Parliamentary Act No. 5 of 1980; ii. Strong national and international support; and iii. Ruling party manifesto. 	<ul style="list-style-type: none"> i. Modest publicity of TAFORI; ii. Weak dissemination of research results; iii. Wanting recognition of TAFORI; and iv. Insufficient coordination and functional guideline. 	<ul style="list-style-type: none"> i. Political goodwill from parent ministry and global partners; ii. Strong environmental advocacy; iii. Favourable global and local political agenda (AFR100, UNCCD); and iv. Existence of East Africa Community, SADC and AU regional Economic Group. 	<ul style="list-style-type: none"> i. Frequent restructuring and re-arrangements of public institutions; and ii. Presence of illegal Forest and Bee products trans boundary businesses.
Economic	<ul style="list-style-type: none"> i. Mandate to solicit funds through different mechanisms as stipulated in Act. No 5 of 1980. 	<ul style="list-style-type: none"> i. Weak mechanisms of funds mobilisation; and ii. Improper disbursement of Funds. 	<ul style="list-style-type: none"> i. The Act provides potential avenue for revenue collection; ii. Increasing global demand for forest and bee products and services; iii. Green economy incentives e.g. carbon payments, REDD+ initiatives; iv. Funding from devolved governments; and v. Policy to increase funding opportunities. 	<ul style="list-style-type: none"> i. Inadequate funds for implementing Institutional planned economic activities; ii. Natural calamities; iii. Existence of substitutes materials e.g. plastics, concrete pylons; iv. Existence of illegal activities in research trial areas; v. No market differentiation of wood produced from improved planting materials.
Social	<ul style="list-style-type: none"> i. Acceptance of Forestry and Beekeeping by communities; ii. Strong partnership with stakeholders; and 	<ul style="list-style-type: none"> i. Inadequate capacity to implement partnerships ✓ Low corporate image; and 	<ul style="list-style-type: none"> i. Forestry as a provider of employment; and ii. Advocacy of TAFORI products and services. 	<ul style="list-style-type: none"> i. Competition with other organisation on resources; and ii. Poor perception on Forestry and Beekeeping

Aspect	Strengths	Weaknesses	Opportunities	Challenges
	iii. TAFORI is recognized as a leading Forestry and Beekeeping research institute.	✓ Weak research in extension methodologies		matters.
Technological	<ul style="list-style-type: none"> i. Capacity to generate Forestry and Beekeeping innovations and technologies; ii. Long term experience in Forestry and Beekeeping research; iii. Available ICT infrastructure and data management information systems; and iv. National leader in Forestry and Beekeeping science. 	<ul style="list-style-type: none"> i. Inadequate capacity for dissemination of research findings; ii. Inadequate information on valuation of forest and beekeeping products and services; iii. Weak marketing strategies of products and services; iv. Conversion of forest land for other uses; v. Existence of staff who are slow adapters of technological change; and vi. Use of out-dated technology. 	<ul style="list-style-type: none"> i. Linkages with partners; ii. Existence of tree planting programmes; iii. Available technologies in the society; and iv. Increasing Demand for improved forest products and services. 	<ul style="list-style-type: none"> i. Low IT capacity among stakeholders; ii. Rapid change and cost of technologies lead to high difficulties to cope with changes; iii. Poor wood processing technologies; and iv. Poor bee products processing and packaging technologies.
Environmental	<ul style="list-style-type: none"> i. Abundant forest and bee resources; ii. Good management system in forest and bee resources; iii. Stakeholders involvement; and iv. Availability of Research information. 	<ul style="list-style-type: none"> i. Poor infrastructure; ii. Inadequate law enforcement; and iii. Deforestation and degradation in conservation areas. 	<ul style="list-style-type: none"> i. Development Partner support; ii. Regional and international cooperation; and iii. Private sector and NGOs' collaboration. 	<ul style="list-style-type: none"> i. Climate change ii. Rapid depletion of forest and bee resources; iii. Poverty and unemployment; iv. Natural calamities (pest & diseases, floods, drought); and v. Land use conflicts
Legal	<ul style="list-style-type: none"> i. Active contribution to formulation and legislation of government policies; and ii. Governed by the Act No. 5 of 1980 and other Legislatives 	<ul style="list-style-type: none"> i. Lack of functional legal unit; ii. Lack of legal framework for fund mobilization; iii. Lack of Kiswahili version of 	<ul style="list-style-type: none"> i. Global support and advocacy; and ii. Favourable constitutional dispensation, legislation and rules 	<ul style="list-style-type: none"> i. Conflicting Legislation, regulations and policies

Aspect	Strengths	Weaknesses	Opportunities	Challenges
		TAFORI Act (No. 5 of 1980); and iv. Limited awareness on existing legal and regulatory framework		

2.7 Stakeholders' Analysis

TAFORI has internal and external stakeholders. The internal and external stakeholders' need certain products and services from TAFORI and they have expectations in quality levels of the products and services to be offered. Generally, TAFORI offers internal services to staff as well as offering services to customers and external stakeholders in terms of training, dissemination of research findings, consultancy, innovation and technological services. Major stakeholders are Ministries, Local and Regional Government Offices, Agencies, Staff, Regulatory Boards, Development Partners, Professional Boards, Media, Non-Governmental Organisation (NGOs) Private Firms (bee, tree and wood processing industries/associations).

The list of stakeholders, products and services offered and expected outcome are detailed in Table 3.

Table 3: Stakeholders, products and services offered and expected outcome

Stakeholder	Product and Service offered	Expected outcome	Potential impact if expected outcome not met
TAFORI Staff	<ul style="list-style-type: none"> i. Training and development; ii. Staff welfare, Working tools; equipment and facilities; iii. Information on establishment matters; iv. Career development and progression; v. Scheme of services, standing orders and regulations; and vi. Counseling, coaching and mentoring. 	<ul style="list-style-type: none"> i. Conducive working condition; ii. Improved service delivery; iii. Fair treatment; iv. Job safety, security, occupation and satisfaction; v. Timely confirmation and promotion; vi. Attractive package after retirement; vii. Timely payment of terminal benefits; viii. Recognition for outstanding performance; and ix. High quality counseling, coaching and mentoring. 	<ul style="list-style-type: none"> i. Staff turnover; ii. Inefficient and ineffective delivery; and iii. Frequent job migration.
Ministries, Agencies, Regions, Local	<ul style="list-style-type: none"> i. Performance reports; ii. Consultancy services; iii. Financial reports; 	<ul style="list-style-type: none"> i. Value added external research information; 	<ul style="list-style-type: none"> i. Poor support; ii. Limited collaboration with the sector; and

Stakeholder	Product and Service offered	Expected outcome	Potential impact if expected outcome not met
Government, Public Authorities and Political Parties	<ul style="list-style-type: none"> iv. External auditing reports; v. Research information; and vi. Collaborative public-private research information. 	<ul style="list-style-type: none"> ii. High quality professional advice; iii. Timely and high quality reports; iv. Independent researchers with high integrity; and v. Participatory forest and beekeeping research process. 	<ul style="list-style-type: none"> iii. Failure to meet public obligation.
Development partners, Agencies and International Organizations	<ul style="list-style-type: none"> i. Performance reports; ii. Scientific information; iii. Audit reports; and iv. Cooperation in development and implementation of national policies. 	<ul style="list-style-type: none"> i. Accurate and reliable information; ii. Independent researchers with high integrity; iii. Timely and accurate performance reports; and iv. Highly cooperation with the development practitioners on local and international organization. 	<ul style="list-style-type: none"> i. Poor support; and ii. Inadequate relationship with donor community.
Professional boards (Local and International) and Academic Institutions	<ul style="list-style-type: none"> i. Provide information, innovation, knowledge and technologies; ii. Issue of forestry and beekeeping research permit; and iii. Provide consultations and advisory. 	<ul style="list-style-type: none"> i. Accurate and reliable information; ii. Compliance with professional standards; iii. guidelines and regulations, and iv. Relevant knowledge. 	<ul style="list-style-type: none"> i. Mistrust the functionalism of the institute.
Media	<ul style="list-style-type: none"> i. Information; ii. Research reports; and iii. Capacity building. 	<ul style="list-style-type: none"> i. Timely, accurate and reliable information; ii. Timely and high quality reports; and iii. Timely and high quality capacity building. 	<ul style="list-style-type: none"> i. Limited Institute publicity and visibility
Private sectors (Tree growers, beekeepers and wood industries association)	<ul style="list-style-type: none"> i. Information on forest and bee resources; ii. Consultancy and technical advice quality review, and business opportunities; iii. Implementation programs and projects. 	<ul style="list-style-type: none"> i. Impartial information on business opportunities; ii. Accurate and reliable information; 	<ul style="list-style-type: none"> i. Negative image about the institute; and ii. Poor collaboration.

Stakeholder	Product and Service offered	Expected outcome	Potential impact if expected outcome not met
		iii. Clear guidelines and procedures; iv. Timely and high quality research review; v. Prompt payments; vi. Transparent and competitive procurement process; and vii. Participation in management of forest and bee resources.	
Regulatory Boards	i. Information on new product and services; and ii. Provide quality product and services.	i. Quality assurance; and ii. Compliance with set standards.	i. Negative image about the institute.

2.8 Critical Issues

- i. Limited innovations and developed technologies;
- ii. Inadequate forest and beekeeping research;
- iii. Low capacity for technology transfer to stakeholders;
- iv. Insufficient funds;
- v. Inadequate institutional capacity to deliver services; and
- vi. Inadequate intervention on HIV and AIDS pandemic.

CHAPTER THREE

3.0 THE STRATEGIC PLAN

Vision

To become a centre of excellence in research for forestry and beekeeping development in Tanzania.

Mission

Support forest and beekeeping development through conducting, coordinating, regulating research and dissemination of findings.

Core Values

TAFORI is embracing the following core values:

- i. **Team work spirit and partnership:** Providing support to one another, working co-operatively and respecting one another's views
- ii. **Integrity and Transparency:** Being honest, transparent and responsible
- iii. **Accountability:** accountable within and outside TAFORI
- iv. **Results Oriented:** focused on getting what needs to get done, done.
- v. **People focus:** Building a positive spirit, giving direction, developing, coaching, building positive spirit and involving; and
- vi. **Professionalism:** We provide our services based on technical know-how and relevant skills.

Roles and Functions

The functions of TAFORI as stipulated under Section 4 of Act No. 5 of 1980 (with subsequent revision) establishing this Institute are as follows:

- i. To promote development, improvement and protection of the forestry and beekeeping industry;
- ii. To carry out and promote the carrying out of enquiries, experiments and research and to collect or facilitate the collection of information for the purpose of promoting forestry and beekeeping;
- iii. To carry out, and promote the carrying out of experiments and research relating to the planting, growth, development, conservation and use of local and foreign trees including bee plants and evaluate their suitability for adaptation and alternative use of industries in Tanzania;
- iv. To carry out research on forest and honeybee health, safety and the ways of controlling and preventing the occurrence of particular diseases or a category of them in Tanzania;
- v. To co-ordinate and regulate research in forestry and beekeeping carried out within Tanzania;
- vi. To establish and operate a system of documentation and dissemination of the results of inquiries, experiments and research carried out by or on behalf of the Institute, or other information on forestry and beekeeping acquired by the Institute;
- vii. To advise the Government, public institutions and other persons or bodies of persons on the practical application of the results of inquiries, experiments and researches carried out by or on behalf of the Institute;

- viii. To advise the Government, public institutions and other persons or bodies of persons on the application of modern techniques suitable for the development of forests for the purposes of conserving or improving the natural beauty and amenity of the town and the countryside, and the conservation of soil, fauna and flora;
- ix. In co-operation with the government or any person or body or persons, to promote, or provide facilities for; the instruction and training of local personnel for carrying out research in forestry and beekeeping and for establishment and management of forests, apiaries and bee reserves;
- x. To prepare, implement, control and supervise programmes relating to the development of forestry and beekeeping;
- xi. To undertake the collection, preparation, publication and distribution of statistics relating to forestry and beekeeping, and promote and develop instruction and training in forestry and beekeeping;
- xii. To provide assistance, consultancy and other services for the development of forestry and beekeeping, including:
 - a. The establishment of nurseries and demonstration forest plots, apiaries and queen rearing centre in such areas as the Board may determine;
 - b. The supervision of the cultivation of certain forest trees and the harvesting and processing of their products; and
 - c. The provision of such advice and services as may be needed by forest developers and conservators.
- xiii. To undertake the management or supervision, upon such terms and conditions as may be agreed upon, or give assistance or advice in relation to the establishment and management, of woods, forests, bee reserve or apiary belonging to any person or body of persons;
- xiv. To produce, purchase or acquire standing timber and beekeeping equipment or products, and sell or dispose of any timber, equipment or products belonging to the Institute or, subject to such terms as may be mutually agreed, to a private owner, and generally promote the supply, sale, utilization and conversion of timber, equipment or products;
- xv. To advise, co-operate and assist the Government, public institutions and other persons or bodies of persons in the establishment, carrying on and development of wood, bee products and beekeeping equipment industries;
- xvi. To control and manage the affairs of Centres vested in the Institute by Section 5 of the Act;
- xvii. To assume responsibility for the control and management of any Centers which may be established by or vested in the Institute under Section 5 of the Act or any other;
- xviii. To do all such acts and things as, in the opinion of the Board may be necessary to uphold and support the credit of the Institute, to obtain and justify public confidence, and to avert or minimize loss to the Institute; and
- xix. To do anything or enter into any transaction which, in the opinion of the Board, is calculated to facilitate the proper exercise of the functions of the Institute under this Act.

Objectives, Strategies, Targets and Out Indicators

The Institute, for the year 2021/22 – 2025/26 has set six (6) objectives to be implemented in the aforementioned planned time frame. These are:

- A. Intervention and Prevention of HIV/AIDS and Non Communicable Diseases Programmes at work place strengthened
- B. Internalization of the National Anti-Corruption Strategy Enhanced
- C. Forestry and beekeeping research improved
- D. Forestry and beekeeping research coordination improved
- E. Dissemination of forestry and beekeeping research findings enhanced
- F. Institutional capacity to deliver services strengthened

Objective A: Intervention and Prevention of HIV/AIDS and Non Communicable Diseases Programmes at work place strengthened

Rationale

HIV / AIDS and non - communicable diseases effects are evident nowadays in every country including Tanzania. These diseases affect economic growth by reducing human resource. TAFORI has undertaken different approaches in attempting to reduce the spread of these diseases and minimize its impact on individuals, families and society in general. But, currently there is low awareness, voluntary testing and counselling, institutionalized physical exercises and sporting events among staff and advice on balanced diet. Thus, this objective intends to improve services by using national approaches to reduce the infections.

Strategies

- i. Mainstream National HIV/AIDS Strategy; and
- ii. Improve health and wellbeing of TAFORI community.

Targets

- i. TAFORI HIV/AIDS strategy developed by 2022;
- ii. Workplace interventions on HIV/AIDS and sexual transmitted infection diseases implemented by June 2022;
- iii. Awareness and screening of HIV/AIDS and non-communicable diseases to at least 60% of TAFORI community by June 2022; and
- iv. Care and supportive service for wellbeing of TAFORI staff provided daily by June 2026.

Outcome Indicators

- i. HIV/AIDS infection rate
- ii. Wellbeing and health status of TAFORI staff

Objective B: Internalization of the National Anti-Corruption Strategy Enhanced

Rationale

Existence of corruption and gender imbalance in any institution tends to undermine good governance and economic growth, distorts national development and retards the general

welfare of the citizens. TAFORI has succeeded to prevent all acts of corruption both petty and grand as well as gender imbalance in the use of public resources. TAFORI experiences low public awareness and engage all stakeholders in preventing and combating corruption and gender imbalance. TAFORI plans to promote actions that focus on preventing and combating corruption and enhance gender equality.

Strategies

- i. Operationalize TAFORI anti-corruption strategy;
- ii. Strengthen implementation of public service code of conduct;
- iii. Develop gender policy; and
- iv. Mainstreaming gender aspects in TAFORI operations.

Targets

- i. Workplace intervention on anti-corruption operationalised by June 2026;
- ii. Corruption occurrence maintained to zero by June 2026;
- iii. Develop and operationalize gender policy by June 2022; and
- iv. Engagement of Men, Women, Youths and disabled in various activities increased by 2026.

Outcome Indicators

- i. Level of customer satisfaction;
- ii. Gender equality

Objective C: Forestry and beekeeping research improved

Rationale

Forestry and beekeeping research is key aspect for the development of forest and beekeeping sector. The research need to be strengthened and aligned by considering commercial forestry and beekeeping development for driving innovations and technologies in the sector. Currently, there are limited research on innovations and developed technologies carried out due to inadequate financial resources. This is reflected by increased challenges in forestry and beekeeping sectors like issues of deforestation, forest and honeybee health; as well as low productivity of forests and bee products. This calls for the institute to conduct more demand driven research on factors hindering transfer of generated innovation and technology to stimulate performance of the sector. This objective intends to increase efficiency in management and utilization of forest and bee resources.

Strategy

- i. Enhance undertaking of research on forestry and beekeeping for sustainable forest management.

Targets

- i. Forestry research projects carried out increased from 36 to 105 by June 2026;
- ii. Beekeeping research projects carried out increased from 2 to 26 by June 2026;
- iii. Forestry innovations increased from 20 to 40 by June 2026;
- iv. Beekeeping innovations increased from 2 to 20 by June 2026;
- v. Forestry technologies increased from 5 to 10 by June 2026;

- vi. Beekeeping technologies increased from 2 to 10 by June 2026; and
- vii. Knowledge based documents increased from 50 to 100 by June 2026.

Outcome Indicators

- i. Level of knowledge gap
- ii. Innovations and technologies; and
- iii. Research and development institutions ranking.

Objective D: Forestry and beekeeping research coordination improved

Rationale

Well-coordinated research activities ensure wide spread of resources to tackle most of the forest and beekeeping research aspects, hence having positive impacts to forest and beekeeping sector. In perfecting the coordination role, the Institute has made intervention to improve its legal and regulatory framework through enactment, amendment and reviewing existing laws, regulations, guidelines and policies. The achievements realized include the enactment of The Tanzania Forestry Research Institute (Conduct of Forestry Research) Regulations G.N 684 of the year 2020, The Wildlife Conservation (Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) (Implementation) (Amendment) Regulations G.N 461 of the year 2020. Furthermore, the Institute is in line to amend its principal legislation, The Tanzania Forestry Research Institute Act (Cap. 277) and the development of various guidelines and policies such as The Tanzania Forestry Research Institute Standard Operating Procedure (SOP) for Conducting Forest Research. Moreover, the Institute is leading forestry research regarding improving production of wood products through Tree Improvement Research Working Group (TIRWG) platform and Mapping of Forest Plantations program in the country. However, the institute has been successful in conducting forestry and beekeeping research, it has not been able to effectively coordinate various research projects from local and international settings. One of the bottleneck is low implementation of forestry and beekeeping research guidelines which ensures application of research clearance, permit, researchers data sharing, compliance to national research ethics and determining of research knowledge gaps. Coordination of research will reduce duplication of resources and limited gauging of research activities. This objective will enable TAFORI to coordinate forestry and beekeeping research activities for improved national economy.

Strategies

- i. Strengthen mechanism for research coordination; and
- ii. Improve national and international networking.

Targets

- i. Five hundred (500) forest and beekeeping research coordinated by June 2026;
- ii. One (1) forest and bee keeping research guideline operationalised by June 2022;
- iii. Functional forestry researchers' forum established and operationalised by June 2026;
- iv. National partnership engagements increased from 15 to 30 by June 2026;
- v. International partnership engagements increased from 10 to 25 by June 2026;

Outcome indicators

- i. Level of coordination
- ii. Level of ethics in research

Objective E: Dissemination of forestry and beekeeping research findings enhanced

Rationale

One of the functions of the Institute is to acquire, store and disseminate scientific information to the public. Proper information, build knowledge base from different stakeholders is vital development of forest and beekeeping sector. However, the Institute has not managed to cope up with the requirements. On the other hand, stakeholders do not acquire forestry and beekeeping information on time, and sometimes conflicting data published by different stakeholders in the same subject matter. To overcome this situation TAFORI will timely achieve this obligation through various means including radio and TV programmes, training workshops, newsletters, conferences, Newspapers, Social media and TAFORI website. Also, efforts to establish management and e-library need to be effected in order to provide an avenue for sharing the achieved Science, Technology and Innovation (STI). TAFORI will enhance the use of different techniques to ensure that research findings are well disseminated to stakeholders.

Strategies

- i. Strengthen translation of forestry and beekeeping research findings; and
- ii. Enhance dissemination and communication of forestry and beekeeping research findings.

Targets

- i. One (1) Dissemination strategy developed and operationalised by June 2026;
- ii. Research findings translated for targeted audience by June 2026;
- iii. Capacity to report forestry and beekeeping research findings strengthened by June 2026;
- iv. Capacity to translate and package forestry and beekeeping research findings strengthened by June 2026;
- v. Forestry and beekeeping scientific articles published increased from 25 to 60 by June 2026;
- vi. Ten (10) Policy briefs developed and shared with stakeholders by June 2026; and
- vii. Forestry and beekeeping research findings shared through multi-media increased from 30 to 60 by June 2026;

Outcome indicators

- i. Citation index
- ii. Level of knowledge gap
- iii. Level of stakeholders' engagement

Objective F: Institutional capacity to deliver services strengthened

Rationale

Human resources, financial and infrastructure are fundamental drivers for an institutional to delivery forestry and beekeeping research. Institutional capacity to deliver services is not at satisfactory levels. However, the institute is faced with low human resources operating at 40% of manning level which is translated at 110 employees to actual requirements of 360 employees. The challenge is manifested by lack of recruitment to fill the gap which is caused of various reasons including lack of new recruitment as well replacement permit. On the other hand, financial resources to conduct and manage research activities is limited. Moreover, the capacity of the institute to mobilize financial resources is limited which has resulted the institute to have few funded projects and low collaboration with national and international stakeholders. The institute is facing challenges in aspects of infrastructure development like physical resources, and ICT facilities. As the country aspires for faster, sustainable and inclusive growth, TAFORI will need to expand its capacity to enable it playing a defining role in achieving her mandates of driving forestry and beekeeping research activities in the country.

Strategies

- i. Improve financial resource mobilization and management systems;
- ii. Strengthen Human resource base; and
- iii. Strengthen working environment.

Targets

- i. TAFORI plans and budget prepared and implemented annually by June 2026;
- ii. Integrated financial management information systems customized to capture all revenue sources by 2026;
- iii. Eighty percent (80%) of procurement plan implemented annually by 2026;
- iv. One (1) Financial resource mobilization strategy developed and operationalised by June, 2026;
- v. Sixty (60) fundable projects secured by June, 2026;
- vi. Ten (10) consultancies provided by June, 2026;
- vii. Investment plan established by June, 2022;
- viii. Other Sources of revenue increased from 7 to 15 by June 2026;
- ix. Stakeholders engagement models accommodated in TAFORI plans from 15 to 30 by June 2026;
- x. Titled land acquired and owned from 2,000 ha to 4,000 ha by June 2026;
- xi. One (1) Human resource training programme developed, reviewed and implemented by June 2026;
- xii. One (1) Human resource rewarding and incentive schemes developed and operationalised by June 2026;
- xiii. Staff recruitment and placement carried out from 40% to 100% by June 2026
- xiv. One (1) Succession plan developed by June 2022;
- xv. Mentoring scheme developed and operationalized by June 2022;
- xvi. Performance management strengthened by 2026;
- xvii. Required Resource Management Information System and ICT infrastructure in place and operationalized by June 2026.

Outcome indicators

- i. Customer satisfaction/service delivery;
- ii. Audit opinion;
- iii. Staff performance
- iv. Revenue collections;
- v. Performance of projects implementation

CHAPTER FOUR

4.0 THE RESULTS FRAMEWORK

4.1 Purpose and Structure

This chapter shows how the results envisioned in the Tanzania Forestry Research Institute (TAFORI) Strategic Plan will be measured as well as the benefits realised by stakeholders. The Results Framework shows the overall Development Objective which is basically the overall impact of TAFORI's activities to beneficiaries. Furthermore, this chapter highlights on how TAFORI objectives are linked to other national frameworks such as Tanzania Development Vision 2026, Second Five Years Development Plan (3rd FYDP2016/2017 - 2020/2022), Ruling Party Election Manifesto (2020) and Sustainable Development Goals (SDGs).

Generally, the Chapter provides a basis on how various interventions are to be undertaken in the course of the Strategic Planning Cycle that will lead to the achievement of the Development Objective. It also involves the various interventions to be monitored, kind of reviews that are to be undertaken over the period, type of evidence based on evaluation studies to be undertaken. In addition, this chapter shows interventions which have either led or are leading to achievement of the intended outcomes and finally the indicators and progress of the various interventions to be reported to stakeholders.

4.2 Development Objective

The overriding objective of TAFORI is "research on forestry and beekeeping development conducted in Tanzania. "This Development objective represents the highest level of results envisioned by TAFORI. However, other key players also significantly contribute towards the achievement of this objective. The achievement of the objective, among others will be influenced by availability of essential resources and accountability in managing them.

4.3 Beneficiaries of TAFORI Services

TAFORI has both direct and indirect beneficiaries of its services. Direct beneficiaries include forest conservation, beekeeping management, training institutions and forest farmers and beekeepers. Indirect beneficiaries are the Tanzanian citizens who are the ultimate consumers in terms of products and services provided.

4.4 Linkage with National and International Planning Frameworks

This Strategic Plan has seven objectives that contribute to national planning frameworks. In addition, it is linked to the SDGs and the Ruling Party Election Manifesto 2015 - 2020. It supports implementation of Forest and Beekeeping policies and other related policies that will ensure development of the sector for sustainable socio-economic welfare of public at large. The planning frameworks are explained below;

4.4.1 National Policies (Forest and Beekeeping)

The Government of the United Republic of Tanzania approved the current National Forest and Beekeeping Policies in March 1998. In 2002, the Forest Act No. 14 of 2002 (CAP 323 R.E. 2002) and Beekeeping Act No. 15 were enacted. The overall goal of the National Forest Policy is to enhance the contribution of the forest sector to the sustainable development of Tanzania and the conservation and management of her natural resources for the benefit of present and future generations. The overall objective of the National

Beekeeping Policy is to enhance the contribution of the beekeeping sector to the sustainable development of Tanzania and the conservation and management of her natural resources for the benefit of present and future generations. TAFORI contributes to the implementation of these policies through various research activities.

The objectives of the forest and beekeeping sectors on the basis of these overall goals are:

- a) Ensured sustainable supply of goods and services by maintaining sufficient forest area under effective management;
- b) Increased employment and foreign exchange earnings through sustainable forestry and beekeeping based industrial development and trade;
- c) Ensured ecosystem stability through conservation of forest biodiversity, water catchments and soil fertility;
- d) Enhanced national capacity to manage and develop the forest sector in collaboration with other stakeholders;
- e) Ensured sustainable existence of honeybees by maintaining and effectively managing adequate bee reserves;
- f) Improved quality and quantity of honey, beeswax and other bee products and ensured sustainable supply of the same;
- g) Enhanced beekeeping-based national development and poverty alleviation through sustainable supply of bee products (honey, beeswax, royal jelly, propolis, brood, pollen) and services;
- h) Improved biodiversity, increased employment and foreign exchange earnings through sustainable bee products-based industrial development and trade;
- i) Ensured ecosystem stability by practicing Integrated Pest Management (IPM) and carrying out Strategic Environmental Impact Assessment (SEIA) for investment inside or around bee reserve and apiaries; and
- j) Enhanced national capacity to manage and develop the beekeeping sector in collaboration with other stakeholders.

Based on the objectives the following policy areas were identified:

- i. Forest land management;
- ii. Forest-based industries and products;
- iii. Ecosystem conservation and management;
- iv. Institutions and human resources;
- v. Establishment and sustainable management of bee reserves;
- vi. Apiary management;
- vii. Beekeeping - based industries and products;
- viii. Beekeeping in cross-sectoral areas; and
- ix. Beekeeping for ecosystem conservation and management.

4.4.2 Tanzania Vision 2026

Vision 2026 is Tanzania's blueprint for industrial economic development. TAFORI will implement relevant activities and programmes of Vision 2026 through:

- i. Generation of knowledge and technologies for development, conservation, management and sustainable utilisation of forests;
- ii. Strengthening research and management capacity;
- iii. Improving tree seed and seedling production, distribution and marketing of forest products;

- iv. Dissemination of forestry research findings;
- v. Strengthening linkages and partnership with other stakeholders;
- vi. Generate and provide knowledge on bee equipment, bee colony management and harvesting and processing of bee products;
- vii. Improve honeybee colonies through queen rearing techniques;
- viii. Improve stingless bee colony management and harvesting techniques; and
- ix. Improve honeybee services such as pollination and hive fences for deterring wild animals especially elephants from crop raiding.

4.4.3 National Environment Policy

National Environment Policy of 1997 and Environment Management Act No. 20 of 2004 has been the basic reference document for the development of sectoral policies. National Forestry Policy (1998), National Action Programme to Combat Desertification (1999; 2005), National Energy Policy (2000), National Water Policy (2002). The related issues from these policies have been mainstreamed in the TAFORI programmes and SP. TAFORI contributes significantly to technologies for increasing forest cover which has positive impact on environmental amelioration. The institute is also implementing environmental related programmes through research in the areas related to climate change and biodiversity conservation. The institute plays significant role in various climate change mitigation interventions by developing technologies for rehabilitation and restoration of degraded forests and sustainable utilization of industrial forest plantations.

4.4.4 National Climate Change Strategy

Tanzania is experiencing adverse impacts of climate change such as extinction of flora and fauna, intensive fires during drought, high erosion and changes in phenology. To address such impacts of climate change in the country, the Government has developed National Climate Change Strategy of 2012 as well as signing to different global protocols and conversions. Forests and trees are able to sequester carbon (and thereby reduce the release of carbon dioxide into the atmosphere). The loss of forests leads into weakening capacities of carbon sequestration hence increased greenhouse gases. Although there have been efforts to address the environmental challenges in the forest sector, trends show loss and degradation of forests, declining fresh water, soil degradation and erosion, biodiversity losses and accumulation of hazardous substances and pollutants. In its totality, climate change impacts on forest management resulting into declining availability of forest products and services. In order to reverse the trend, adaptation and mitigation measures, TAFORI need to carry out research as well as develop capacity and knowledge to implement already laid down REDD+ commitments.

4.4.5 National Energy Policy

The National Energy Policy (2015) guides energy Sector in the country. Energy sector plays an important role in the socio-economic development of any country. TAFORI implements its programme and some strategies under Ministry of Energy through providing research findings on energy saving technologies. Efficient use of energy is therefore a necessary condition for sustainable economic development. Energy conservation and efficiency issues should, therefore, be high priorities of the Government. The National Energy Policy (2015) expects to enhance provision of adequate, reliable and affordable modern energy services to Tanzanians in a sustainable manner, of which

TAFORI has great contribution. The institute in implementing SP will reduce challenges associated with deforestation and inadequate forest resources supply.

4.4.6 National Water Policy

Tanzania faces enormous challenges in the development and management of limited water resources which are critical to supportive sectors like industrial economy. The National Water Policy of 2002 aims at 'ensuring that beneficiaries participate fully in planning, construction, operation, maintenance and management of community based domestic water supply schemes'. This policy seeks to address cross-sectoral interests in water, watershed management and integrated and participatory approaches for water resources planning, development and management. The Water Resources Management Act of 2009 emphasizes the active participation of local communities in water management as it states 'the principle of public participation in the development policies, plans and processes for the management of the water resources. At the same time the water catchment areas degradations challenge needs multi-stakeholders' actions. TAFORI in collaboration with other stakeholders including communities will carry out research that enhance management of catchment areas for sustainable water supply. The institute plays a significant role in generation of technologies for water catchment management, evaluation of status of water catchments, and building capacity of relevant stakeholders in management of water resources, thus improving water availability.

4.4.7 Small and Medium Enterprises (SMEs) Development policy

The success of SMEs development policy (2002) to a great extent relies on the cooperation of all stakeholders including TAFORI. The policy provides opportunity to all stakeholders to play their part in implementing the objective of the policy. TAFORI plays a crucial role in development and dissemination of appropriate technologies that support growth of forest and bee products based industries and related SMEs.

4.4.8 Integrated Industrial Development Strategy 2026

TAFORI contribute to the Government Roadmap by improving the industrial sector through transfer of scientific forest and beekeeping technologies and innovations to stakeholders in Tanzania.

4.4.9 Research Agenda by COSTECH

The Tanzania Commission for Science and Technology (COSTECH), established in 1986 by the Act of Parliament No.7 is an apex body for the coordination, promotion, and popularization of Science and Technology in Tanzania. Part V of the Act No. 7 of 1986 provides for the establishment the National Fund for the Advancement of Science and Technology, which will provide support in terms of grants and awards to Science, Technology and Innovation, Research and Development (RD) activities carried out by Tanzania scientists within the National Research Priorities. COSTECH ensure focus on demand-driven research and on encouraging researcher interaction with economic situations and problem-solving alternatives rather than the practice of the academia conducting research for only scientific curiosity. Research needs to be guided by the National Research Agenda. Research is intended to contribute Innovative solutions to challenges in the forestry sector. TAFORI being regulated in forest and beekeeping research activities and supported by COSTECH in human resources capacity building, the

Institute produce forestry and beekeeping technologies to stakeholders for the economic development and environmental conservation.

4.4.10 Sustainable Development Goals

Sustainable Development Goals (SDGs) are universal agreed set of goals, which aim to promote and support progress in tackling pressing global challenges including reducing poverty and inequality, improving health and education, tackling alleviating climate change consequences and protecting the environment. The SDGs were officially adopted in 2016 and are made up of 17 goals, broken down into 169 targets, the progress of which will be monitored and evaluated by a set of indicators. The philosophy of the SDGs is to ensure incorporation of issues in extensive scope to promote action towards sustainable development in all countries and across all sectors, including the forest Forestry and Beekeeping sector. A number of the SDGs directly apply to forests and beekeeping research especially Goals Number 2, 13 and 15 that aim at sustainable management of forests, stop deforestation and restore degraded which is also relevant to TAFORI's functions. At the social and economic level, the sustainable development and management of forests can also have a positive impact on the people who depend on forest resource. Thus, TAFORI functions play a clear role in supporting Sustainable Development Goals (SDGs).

4.4.11 Ruling Party Election Manifesto 2020-2025

"Chama Cha Mapinduzi" (CCM) is the government ruling party that ensure sustainable protection and utilization of natural resource. The products from natural resource like forest and beekeeping provide employment, income generation to communities and hence contribute to economy. In section 69 of the CCM Election manifesto, TAFORI is directed to conduct, coordinate and regulate research that will create enabling environment for conservation and investment in forestry and beekeeping sector. This will facilitate establishment and development of forest and beekeeping industries that process these products efficiently and effectively.

4.5 Results Chain

TAFORI Results Chain consists of outcomes, outputs, activities and inputs that broadly contribute to specific Five Years Development Plan. A combination of the objectives and targets in the Strategic Plan, Activities and Inputs in the Medium Term Expenditure Framework (MTEF) and Action Plan form the TAFORI Results Chain. The basic assumption is that, there is causal linkage in the various elements of TAFORI Results Chain. The inputs i.e. utilization of resources will lead to achievement of the activities which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives. Furthermore, achievement of TAFORI development objective in the medium term will contribute to the achievement of National Five Years Development Plan goals. This chain of results will justify TAFORI use of government resources into the various interventions and thus contribute to the development of the country through improved performance.

4.6 Results Framework Matrix

This matrix contains TAFORI overall Development Objective, Objective Codes, Term Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how results will be measured. The indicators in the matrix tracks progress towards the achievement of the intermediate outcomes and

objectives. Notably the achievement of TAFORI Development Objective is contributed by several other players/stakeholders, and may not be completely attributed to interventions under this Strategic Plan. The Results Framework Matrix is shown in Table 4.

Table 4: TAFORI results framework matrix focusing on the Corporate Strategic Plan 2021/22 – 2025/26 period

DEVELOPMENT OBJECTIVE	OBJECTIVE CODES	OBJECTIVES	INTERMEDIATE OUTCOME	INDICATORS
Conducted research on forestry and bee keeping development in Tanzania	A	Intervention and Prevention of HIV/AIDS and Non Communicable Diseases Programmes at work place strengthened	Reduced infections Reduced Mortality rate	HIV/AIDS infection rate Wellbeing and health status of TAFORI staff
	B	Anti-Corruption Strategy and Action Plan strengthened	i. Increased customer satisfaction; ii. Improved knowledge on Anti-Corruption Strategy to employees; iii. Increased public access to efficient service delivery; and iv. Increased gender balance.	i. Level of customer satisfaction; and ii. Gender equality.
	C	Forestry and beekeeping research improved	i. Forestry and beekeeping research increased; ii. Innovations and technologies generated; and iii. Increased adoption of innovations and technologies.	i. Level of knowledge gap ii. Innovations and technologies; and iii. Research and development institutions ranking.
	D	Forestry and beekeeping research coordination improved	i. Improved coordination of forestry and beekeeping research	i. Level of coordination; and ii. Level of ethics in research
	E	Dissemination of forestry and beekeeping research findings enhanced	i. Improved communication of forestry and beekeeping research findings	i. Citation index; ii. Level of knowledge gap; and iii. Level of stakeholders' engagement.

DEVELOPMENT OBJECTIVE	OBJECTIVE CODES	OBJECTIVES	INTERMEDIATE OUTCOME	INDICATORS
	F	Institutional capacity to deliver services strengthened	<ul style="list-style-type: none"> i. Increased mobilized resources for development; ii. Improved service delivery; iii. Improved staff performance; and iv. Increased consolidation of infrastructure to facilitate research activities. 	<ul style="list-style-type: none"> i. Customer satisfaction; ii. Audit opinion; iii. Staff performance; iv. Revenue collections; and v. Performance of projects implementation.

4.7 Monitoring, Reviews and Evaluation Plan

This sub-section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering five years' strategic plan from 2021 to 2026.

4.7.1 Monitoring plan

The Monitoring Plan consists of indicators, indicator description, baseline, indicator target values, data collection and methods of analysis, reporting frequencies and the officers who will be responsible for data collection, analysis and reporting. Though intermediate outcome indicators are reported on annual basis, tracking of the indicators will be made on quarterly basis. The Monitoring Plan is as shown in Annex II.

4.7.2 Planned reviews

This will consist of review meetings, planned milestones reviews and rapid appraisals including their frequencies.

4.7.2.1 Review meetings

This will involve various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. This will also involve determining type of meetings, frequency, designation of chairpersons and participants in each meeting (Table 5).

Table 5: Envisaged TAFORI review meetings during Corporate Strategic Plan 2021/22 - 2025/26 period

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Institution Boards' Meetings	Quarterly	Chairperson of the Board	Board of Directors
2.	MACs (Management) Meetings	Monthly	Director General	Directors and Heads of units
3.	Institution staff meetings	Bi-annually	Director General	All staff
5.	Directorate, Department and Unit Meetings	Monthly	Directors and Heads of Department and units	Directors and Heads of Department, units and other staff
6.	Auditors Entry and Exit Meetings	Annually	Director General	NAOT and Management team
8.	Budget Committee Meeting	Quarterly	Director General	Directors and Heads of Department and units
9.	Tender Board Meeting	Monthly	Chairperson of the Tender Board	Members of the Tender Board
10.	Audit Committee Meeting	Quarterly	Chairperson of the Audit Committee	Audit Committee Members

4.7.2.2 Planned milestone reviews

The plan is to carry out ten formal reviews during the strategic implementation cycle. This will involve carrying out 26 annual reviews of milestones. The reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. Two hundred and forty-three milestones will be tracked during the period of five years.

During the first year (2021/22), two annual reviews will be conducted by June, 2022. The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are

on track, off track or at risk. The reviews will be based on 58 pre-planned milestones. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of directorates and units will take a lead in the review process.

During the second year (2022/23) and third year (2023/24), 12 reviews will be undertaken i.e. six reviews per year. Like in the first year of the plan, the reviews in these years will also focus on performance against planned activities. During the second year 46 milestones will be assessed respectively. During the fourth year (2024/2025) and fifth year (2025/26); 12 more reviews will be undertaken, thus 47 and 46 milestones will be assessed, respectively. Additionally, the reviews during the fifth year will focus on determining whether the planned outputs over the five years were achieved against the indicators and find out whether they are on track, off track, unknown or at risk. The review will also assess to what extent the achieved targets have contributed towards achievement of five year outcomes as well as issues, challenges and lessons learnt over the five years' period. Director General of TAFORI will lead in the review process on the completion of the Strategic Plan Cycle.

The specific planned reviews, milestones, timeframes and the responsible persons are shown in Annex III.

4.7.2.3 Rapid appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. TAFORI will undertake four rapid appraisals over the Strategic implementation cycle. Rapid appraisals involve determining the type, description, questions, area of focus, methodology and frequency of the rapid appraisal including the responsible person for conducting or managing the rapid appraisals (Table 6).

Table 6: Rapid Appraisals of TAFORI status of the Strategic Plan 2021/22-2025/26

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
1.	TAFORI baseline survey	This study intends to provide profile of TAFORI	<ul style="list-style-type: none"> i. How is current TAFORI operating? ii. What is the legal status of the TAFORI iii. What is Financial position of the TAFORI 	Survey	Annually	DG

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
			<ul style="list-style-type: none"> iv. What is the leadership status? v. What is the status of acquiring services from TAFORI 			
2.	TAFORI capacity assessment	The study intends to determine TAFORI capacity to deliver its services	<ul style="list-style-type: none"> i. What is the current status of TAFORI employees in terms of adequacy, qualifications and their performance capacity? ii. What is the current status of the TAFORI in terms of managing and mobilizing resources? iii. What are the current innovations and technologies generated? iv. What are current adoption towards TAFORI innovations and technologies? 	Survey	Annually	DFA/DFUR/DFPR
3.	Assessment of TAFORI partnership and networks	This study intends to determine available TAFORI	<ul style="list-style-type: none"> i. What is relationship between TAFORI and partners' 	Survey	Annually	DG

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
	performance	networks and partnership, and assess their performance	<p>networks?</p> <p>ii. What is the networks reporting mechanism/channel?</p> <p>iii. Who is accountable/responsible for networks performance ?</p>			
4.	Assessment of TAFORI research coordination	This study intends to assess the effectiveness and suitability of research activities	<p>i. What are the current research coordination mechanisms?</p> <p>ii. What are the challenges facing research coordination activities?</p> <p>iii. What are alternative coordination systems?</p>	Survey	Annually	DFPR/DFUR

4.7.3 Evaluation plan

The Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Plan implementation cycle, description of each evaluation, evaluation questions, methodology, timeframe and the responsible person. The Tanzania Forestry Research Institute intends to conduct three evaluations over the period of twenty months (2021 – 2026) with a total of 14 evaluation questions. The evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan outputs. The Evaluation Plan is shown in Table 8.

Table 7: Evaluation Plan of TAFORI Corporate Strategic Plan for the 2021/22 - 2025/26 period

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1	Assessment of implementation of TAFORI Planned activities	This study intends to assess achievements of TAFORI planned activities/objectives in twenty months' time.	<ul style="list-style-type: none"> i. To what extent have TAFORI objectives have been achieved? ii. What challenges were encountered? iii. What are the required interventions 	Survey including consultation of TAFORI staff and review of TAFORI documents	March 2022	DFPR, DFUR, DBR, CDs and DFA, HoCs
2	Assessment of technologies, innovation knowledge developed and disseminated	<ul style="list-style-type: none"> i. This study intends to assess the performance of technologies, innovation and knowledge generated; ii. The study also intends to assess rate of adoption of technologies, knowledge and innovation generated. 	<ul style="list-style-type: none"> i. What is the functionality of the technologies, innovation and knowledge? ii. What are output reports compared to input Data? iii. How are the research activities supported? iv. Is the technology and innovation Scalable? v. What are technologies/innovation/knowledge adopted 	<ul style="list-style-type: none"> i. Review of different publications and consultation of researchers ii. Survey (consultation of stakeholders) 	November 2023	DFPR, DFUR, DBR, CDs and DFA, HoCs
3	Impact of technologies,	This study intends to assess	<ul style="list-style-type: none"> i. What is contribution of technologies/innovation 	Survey (consultation of	June 2026	DFPR, DFUR, DBR and CDs

	<p>innovation and knowledge develop on the communities innovation and National economy</p>	<p>contribution of technologies, innovation and knowledge in communities livelihoods and GDP</p>	<p>and knowledge to the forest and beekeeping sector?</p> <ul style="list-style-type: none"> ii. What is the contribution of technologies in employment creation? iii. What is the contribution of technologies and innovation in society's food security? iv. What is contribution of technologies in Household income generation? v. What is contribution of generated technologies in the government revenue? vi. What is the contribution of the generated technologies/innovations in the national GDP? 	<p>stakeholders) and documents review</p>		
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4.8 Reporting Plan

This sub-section details the Reporting Plan which contains the internal and external plans. The reporting plan is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting manual/guideline or as may be required from time to time by any relevant authorities.

4.8.1 Internal reporting plan

This plan will involve preparation different reports from directorates and units based on quarterly progress reports and annual reports. These reports will be submitted to various internal stakeholders including TAFORI-DG and Directors. The reports will be prepared on monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is shown in Table 8.

Table 8: Internal Reporting Plan of the TAFORI Strategic Plan 2021/22-2025/26

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Directorate Progress Reports	DG	Monthly /Quarterly/Annually	DFPR, DFUR, DFA, DBR, CDs, HoCs
2	Unit Performance reports	DG	Monthly /Quarterly/Annually	Heads of units
3	Department Performance reports	DFPR,DFUR,DFA	Monthly/Quarterly/Annually	Heads of Departments
4	Activity reports	DG/Directors/Heads of Units/Head of Sections	Daily	Staff
5	Tender Board Reports	Tender Board/DG	Quarterly	Secretary of Tender Board
6	Appraisal reports	DG	4 in 5 years	DFPR,DFUR,DFA, DBR, CDs, HoCs

4.8.2 External reporting plan

This plan will involve preparation of six types of reports namely performance, financial, annual, five-year outcome, procurement and audit reports. The reports will be submitted to various external stakeholders, including Ministry of Natural Resources and Tourism, Auditor General, Ministry of Finance, PPRA and the General Public. The reports will be prepared on monthly, quarterly, annually or on demand basis from time to time.

The reporting plan (Table 9) will be in accordance with the statutory requirements as directed, as well as the Government Performance reporting requirements as issued regularly by the Guidelines for the Preparation of Annual Plan and Budget in the Implementation of Five Years Development Plan.

Table 9: External Reporting plan of the TAFORI Strategic Plan 2021/22-2025/26

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Performance Reports	MNRT/MoF	Quarterly/Annually	DG
2	Financial Statements	MNRT/MoF	Semi-Annually	DG
3	Annual Reports	MNRT/MoF	Quarterly/Annually	DG
4	Procurement Report	PPRA	Annually	DG
5	Five Year Outcome Reports	MNRT/MoF	Annually	DG
6	Internal Audit Reports	Internal Auditor General	Bi-annual	DG

4.9 Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements

Level 1 – Inputs

The first level of the Results Framework tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. At this level indicator will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions and staff as well as predictability of resource flows, the alignment of resource flow to the activities and outputs.

Level 2 – Activities

The second level of the Results Framework focuses on realization of activities in MTEF and linkage between activities and outputs. At this level indicator will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

Level 3 – Outputs

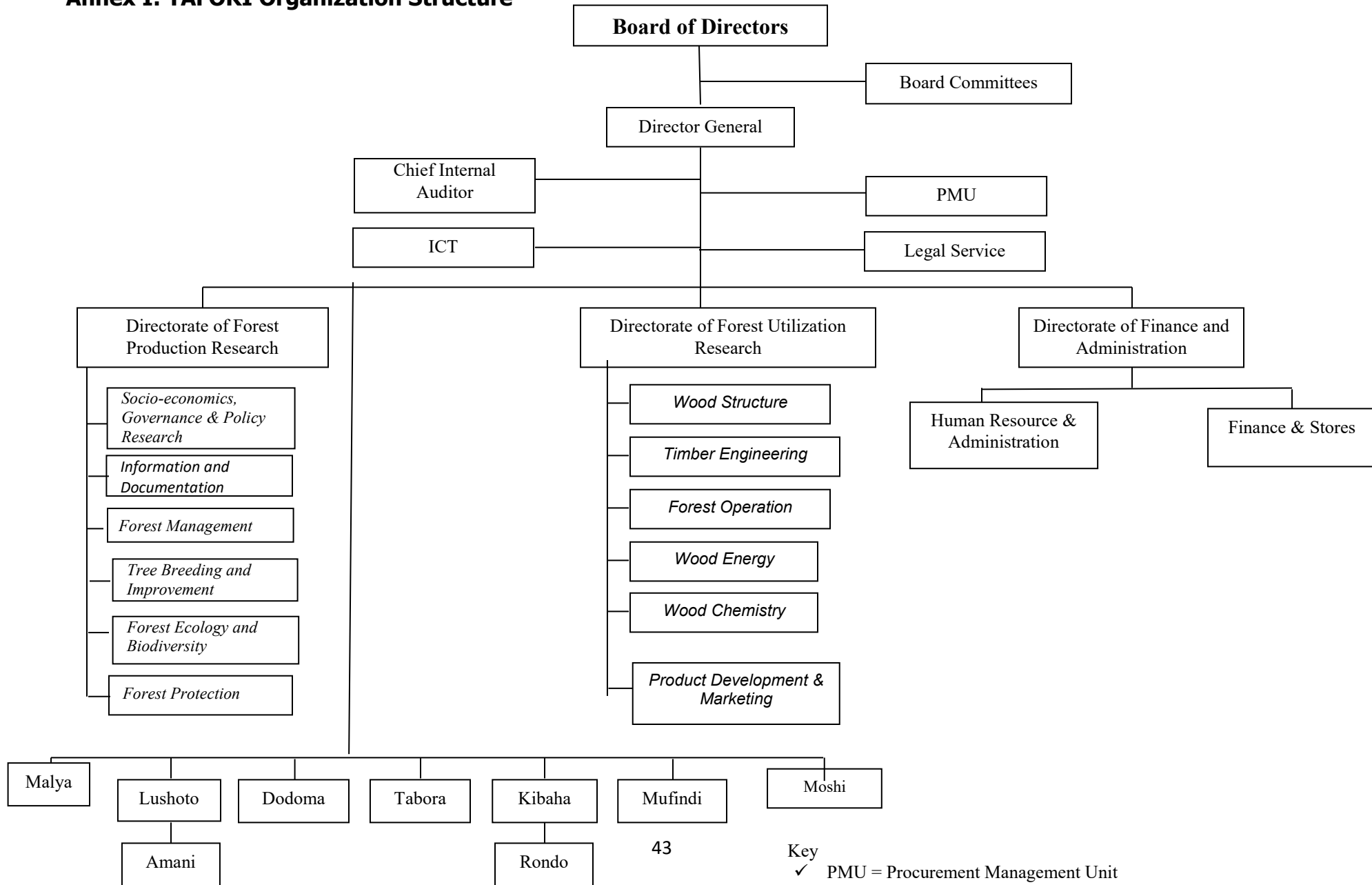
The third level of the Results Framework tracks the realization of the outputs that TAFORI produces and which are attributed solely to TAFORI. The outputs at this level will be measured by output indicators and milestones. Data collection and analysis will be done quarterly and reported in quarterly reports. The reports will focus on how outputs or milestones are contributing to the outcomes and will recommend corrective action if the outputs are not being delivered on time, to the expected quality and are not contributing to planned outcomes.

Level 4-Outcomes

The fourth level of the Results chain tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to TAFORI alone as there will be several players contributing to these outcomes. These intermediate Strategic Plan outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual performance report or the five years' outcome reports. The annual performance reports and the five years' outcome reports will be based on either sector or specific evidence based on studies using research information. The reports focus on benefits delivered to TAFORI clients and other stakeholders.

ANNEXES

Annex I: TAFORI Organization Structure



Key
 ✓ PMU = Procurement Management Unit
 ✓ ICT = Information and Communication Technology

Annex II: Monitoring plan for TAFORI strategic plan 2021/22-2025/26

S/N	Indicator & Indicator Description	Means of measurement	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	Yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
A	HIV/AIDS infection rate	It will be measured by taking number of voluntary declared infected staff divided by total number of voluntary declared tested staff x 100 minus previous rate	2021/26	0%	0%	0%	0%	0%	0%	HIV/AIDS desk	Review HR existing reports.	Bi-annual	Available HR reports	Annually	DFA
	Wellbeing and health status of TAFORI staff	Number of staff supported in physical, medical, nutrition and counselling services	2021/26	80	90	100	120	130	130	HR Office	Review HR existing reports	Bi-annual	Available HR reports	Annually	DFA
B	Level of customer's satisfaction. It determines customers' satisfaction to the services offered.	It will be measured by taking number of customers satisfied over total number of customers interviewed x 100	2021/26	60%	100%	100%	100%	100%	100%	TAFORI Customer care Desk	Customer satisfaction surveys/questionnaires.	Annually	Raw data from questionnaire and interview records	Annually	DFA
	Gender equality.	It will be measured by	2021/2126	N/A	To be	To be	To be	To be	To be	Gender desk	Review of HR reports	Annually	Available HR reports	Annually	DFA

		number of men, women, youth and disabilities engaged in different activities			determined	determined	determined	determined	determined						
C	Level of knowledge gap	This will be quantified by number of forest research reports	2021/2126	38	25	25	25	25	31	Annual report	Review annual report	Bi-Annual	Annual report	Quarterly	DFPR, DFUR, DBR,CD and CR
	Innovations and technologies		2021/26	29	16	16	16	16	16	Annual report	Review annual report	Bi-Annual	Annual report	Quarterly	DFPR, DFUR, DBR, CD and CR
	Research and development institutions ranking		2021/26	N/A	To be determined	To be determined	To be determined	To be determined	To be determined	COSTECH	COSTECH report	Annual	Annual report	Annually	DFPR, DFUR,DBR, CD and CR
D	Level of coordination		2021/26	N/A	To be determined	To be determined	To be determined	To be determined	To be determined	Annual reports	Review of annual reports	Bi-annual	Annual Report	Annually	DFA
	Level of ethics in research		2021/26	N/A	To be determined	To be determined	To be determined	To be determined	To be determined	Annual report	Review annual report	Bi-Annual	Annual report	Quarterly	DFPR, DFUR, DBR, CD and CR
E	Citation index			N/A	To be determined	To be determined	To be determined	To be determined	To be determined	Search engine	Desk Review	Annually	Annual reports	Annually	DG
	Level of			50	20	20	20	20	20	Annual	Review	Bi-annual	Annual report	Quarterly	DFPR,DFUR

	knowledge gap									report	annual report				and DBR
	Level of stakeholders' engagement		15	6	6	6	6	6	6	HR reports	Review of HR reports	Bi-annual	Available HR Report	Annually	DFA
F	Customer satisfaction		N/A	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	HR reports	Review of HR reports	Bi-annual	Available HR Report	Annually	DFA
	Staff performance	It will be measured by assessing number of effectively filled OPRAS forms	2020/2026	2	2	2	2	2	2	HR reports	Review of OPRAS reports	Bi-annual	Available HR Report	Annually	DFA
	Revenue collections	It will be measured by collection receipts	2021/26	650 Million	600 Million	600 Million	600 Million	600 Million	600 Million	Annual Financial report	Financial report review	Bi-annual	Financial Report	Annually	DFA
	Audit opinions	It will be measured by the type of National Audit Office opinion received i.e. 1.qualified; 2.qualified; 3 adverse; 4. Disclaimer	2021/26	1	1	1	1	1	1	NAOT Audit report	Audit report Review	Annually	Audit report	Annually	CIAU
	Performance of projects implementation	It is determined by counting the number of projects funded.	2021/26	10	6	6	6	6	6	Performance report	Review of physical and financial reports.	Bi-annual	Financial reports.	Annually	DFPR

Annex III: Planned milestone reviews of TAFORI Strategic Plan 2021/22-2025/26

Planned Reviews	Targets	Milestones	Timeframe					Responsible Person
			2021/22	2022/23	2023/24	2024/25	2025/26	
Twelve performance reviews	Workplace interventions on HIV/AIDS and STIs	140 staff trained on HIV/AIDS, STIs and non-communicable diseases	70	70				DFA
		Awareness and screening of HIV/AIDS and non-communicable diseases to at least 60% by June 2022;	√	√	√	√	√	DFA
	TAFORI HIV/AIDS strategy developed and operationalised by 2022	HIV/AIDS strategy developed operationalised	√					DFA
		HIV/AIDS policy operationalised	√					DFA, LSU
	Care and supportive service for wellbeing of TAFORI staff provided daily by June 2026.	160 Staff advised on physical, medical, nutrition and counselling aspects	80	90	120	130	130	DFA
	Workplace intervention on anti-corruption operationalised by June 2026;	Two training and meeting conducted on anti-corruption	2	2	2	2	2	DFA
	Corruption occurrence maintained to zero by June 2026;	Level of client satisfied by 100%	√	√	√	√	√	DFA
		100 staff imparted with knowledge on ethics and conduct	20	20	20	20	20	DFA
	Develop and operationalize gender policy by June 2022;	Gender policy developed and operationalised	√					DFA
	Engagement of men, women, youths and disabled in various activities increased by 2026.	Employment permit from the Government secured	√	√	√	√	√	DFA
Men, women, youths		√	√	√	√	√	DFA	

Planned Reviews	Targets	Milestones	Timeframe					Responsible Person
			2021/22	2022/23	2023/24	2024/25	2025/26	
		and disabled employees imparted with the required knowledge and supplied with working facilities						
	Forestry research projects carried out increased from 36 to 105 by June 2026;	105 Forestry research projects carried out	20	20	20	20	25	DFPR, DFUR, DBR and CDs
	Beekeeping research projects carried out increased from 2 to 26 by June 2026	Beekeeping research projects carried out	5	5	5	5	6	DFPR, DFUR, DBR and CDs
	Forestry innovations increased from 20 to 40 by June 2026;	Forest innovations developed	8	8	8	8	8	DFPR, DFUR, DBR and CDs
	Beekeeping innovations increased from 2 to 20 by June 2026	Beekeeping innovations developed	2	4	4	4	4	DFPR, DFUR, DBR and CDs
	Forestry technologies increased from 5 to 10 by June 2026;	Forest technologies developed	2	2	2	2	2	DFPR, DFUR, DBR and CDs
	Beekeeping technologies increased from 2 to 10 by June 2026	Two (2) beekeeping technologies developed	2	2	2	2	2	DFPR, DFUR, DBR and CDs
	Knowledge based documents increased from 50 to 100 by June 2026	20 knowledge based documents prepared	20	20	20	20	20	DFPR, DFUR, DBR and CDs
	National partnership engagements increased from 15 to 30 by June 2026;	30 MoU focusing on National partnership signed	6	6	6	6	6	LSU, DFPR, DFA
	International partnership engagements increased from 10 to 25 by June 2026;	10 MoU focusing on Regional partnership signed	2	2	2	2	2	LSU, DFPR, DFA

Planned Reviews	Targets	Milestones	Timeframe					Responsible Person
			2021/22	2022/23	2023/24	2024/25	2025/26	
	Establish functional forestry researchers' forum and operationalised by June 2026;	15 MoU International partnership signed	3	3	3	3	3	LSU, DFPR, DFA
	Forest and beekeeping research coordinated by June 2026;	Forestry researchers forum constituted	√	√	√	√	√	DFPR,DFUR, DBR and CDs
		Beekeeping researchers forum constituted	√	√	√	√	√	DFPR,DFUR, DBR and CDs
	Forest and bee keeping research guideline prepared by June 2022	Forestry and Beekeeping research guidelines prepared	√					DFPR,DFUR, DBR and CDs
	One (1) Dissemination strategy developed and operationalised by June 2026	Dissemination strategy established	√					DFPR,DFUR, DBR and CDs
	Research findings translated for targeted audience by June 2026	22 Research findings translated documents	2	4	5	6	8	DFPR,DFUR, DBR and CDs
	Capacity to report forestry and beekeeping research findings strengthened by June 2026	100 Reported Forest and Beekeeping research findings	10	15	20	30	35	DFPR,DFUR, DBR and CDs
	Capacity to translate and package forestry and beekeeping research findings strengthened by June 2026	Knowledge management strategy document available	√					DFPR,DFUR, DBR and CDs
		50 Research findings disseminated	50	50	50	50	50	DFPR,DFUR, DBR and CDs
	(10) Policy briefs developed and shared with stakeholders by June 2026	Research summaries and policy briefs developed	2	2	2	2	2	DFPR,DFUR, DBR and CDs
	Eighty (80) forestry and beekeeping scientific articles published by June 2026	Number of scientific articles published	10	10	15	20	25	DFPR,DFUR, DBR and CDs

Planned Reviews	Targets	Milestones	Timeframe					Responsible Person
			2021/22	2022/23	2023/24	2024/25	2025/26	
	Forestry and beekeeping research findings shared through multi-media increased from 5 and 35 by June 2026	35 Number of Forum increased	5	7	7	8	8	DFPR, DFUR, DBR and CDs
	TAFORI plans and budget prepared and implemented annually by June 2026;	TAFORI plans and budget prepared and implemented	√	√	√	√	√	DFA
		TAFORI unqualified external auditor report secured and sustained	√	√	√	√	√	CIA
		Quarterly monitoring sessions conducted	√	√	√	√	√	CIA
	Integrated financial management information systems customized to capture all revenue sources by 2026	Integrated financial management information systems established and operationalized	√	√	√	√	√	ICTU
		100 research permits awarded to internal and external researchers	√	√	√	√	√	DFPR
		Funds from concluded trials plots at hand	√	√	√	√	√	DFPR
		Sales of seedlings from tree nurseries at hand	√	√	√	√	√	DFPR
	Sixty (60) fundable projects secured by June, 2026	Research funded projects	5	5	10	15	15	DFPR, DFUR, and DBR
	Ten (10) consultancies provided by June, 2026;	Consultancies provided	2	2	2	2	2	DFA

Planned Reviews	Targets	Milestones	Timeframe					Responsible Person
			2021/22	2022/23	2023/24	2024/25	2025/26	
	Investment plan established by June, 2022;	Investment plan in place	√					DFA
	Eighty percent (80%) of Procurement plan implemented annually by 2026	Procurement plan produced and implemented by 80%	√	√	√	√	√	PMU
		Inventory of physical resources carried out	√	√	√	√	√	PMU
		Equipment and other infrastructure requirement plan developed and implemented by June 2026;	√					PMU
	Other Sources of revenue increased from 7 to 15 by June 2026	sources of revenue obtained	2	2	3	4	4	DFA, DFPR, DFUR, DBR and CDs
	Stakeholders engagement models accommodated in TAFORI plans from 15 to 30 by June 2026	stakeholders' engagement models accommodated	6	6	6	6	6	DFA
	Titled land acquired and owned from 2,000 ha to 4,000 ha by June 2026	600 Ha of titled land acquired owned and use plan developed	600	600	600	600	600	PMU
	One (1) Financial resource mobilization strategy developed and operationalised by June, 2026	Resource mobilisation strategy produced and implemented	√					DFA
	One (1) Human resource training programme reviewed and implemented by June 2026.	Implementation of training programme.	√	√	√	√	√	DFA

Planned Reviews	Targets	Milestones	Timeframe					Responsible Person
			2021/22	2022/23	2023/24	2024/25	2025/26	
	One (1) Human resource rewarding and incentive schemes developed and operationalised by June.	Incentive scheme produced and implemented.	√	√	√	√	√	DFA
		10 staff rewarded.	10	10	10	10	10	DFA
	One (1) Succession plan developed by June 2022.	Succession plan programme operationalized.	√					DFA
	Mentoring scheme developed and operationalized by June 2022	Mentoring scheme document	√					DFA
	Performance management strengthened by 2026	Client service charter developed	√					DFA
		Staff trained	20	20	20	20	12	DFA
		Effectively filled OPRAS forms available	√	√	√	√	√	DFA
	Staff recruitment and placement carried out from 40% to 100% by June 2026.	New staff in the Institute.	√	√	√	√	√	DFA
	Required Resource Management Information System and ICT infrastructure in place and operationalized by June 2026	Resource Management Systems in place	√	√	√	√	√	ICTU

Annex IV: Matrix for the TAFORI Strategic Plan 2021/22-2025/26

SN	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE	OUTCOME INDICATOR
A	Intervention and Prevention of HIV/AIDS and Non Communicable Diseases Programmes at work place strengthened	<ul style="list-style-type: none"> i. Mainstream National HIV/AIDS Strategy; and ii. Improve health and wellbeing of TAFORI community 	<ul style="list-style-type: none"> i. TAFORI HIV/AIDS strategy developed by 2022; ii. Workplace interventions on HIV/AIDS and sexual transmitted infection diseases implemented by June 2022; iii. Awareness and screening of HIV/AIDS and non-communicable diseases to at least 60% of TAFORI community by June 2022; and iv. Care and supportive service for wellbeing of TAFORI staff provided daily by June 2026. 	DFA	<ul style="list-style-type: none"> i. HIV/AIDS infection rate ii. Wellbeing and health status of TAFORI staff
B	Internalization of the National Anti-Corruption Strategy Enhanced	<ul style="list-style-type: none"> i. Operationalize TAFORI anti-corruption strategy; ii. Strengthen implementation of public service code of conduct; iii. Develop gender policy; and iv. Mainstreaming gender aspects in TAFORI operations. 	<ul style="list-style-type: none"> i. Workplace intervention on anti-corruption operationalised by June 2026; ii. Corruption occurrence maintained to zero by June 2026; iii. Develop and operationalize gender policy by June 2022; and 	DFA	<ul style="list-style-type: none"> i. Level of customer satisfaction; ii. Gender equality

SN	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE	OUTCOME INDICATOR
			iv. Engagement of Men, Women, Youths and disabled in various activities increased by 2026		
C	Forestry and beekeeping research improved	Enhance undertaking of research on forestry and beekeeping for sustainable forest management.	<ul style="list-style-type: none"> i. Forestry research projects carried out increased from 36 to 105 by June 2026; ii. Beekeeping research projects carried out increased from 2 to 26 by June 2026; iii. Forestry innovations increased from 20 to 40 by June 2026; iv. Beekeeping innovations increased from 2 to 20 by June 2026; v. Forestry technologies increased from 5 to 10 by June 2026; vi. Beekeeping technologies increased from 2 to 10 by June 2026; and 	DFPR,DFUR,DBR and CDs	<ul style="list-style-type: none"> i. Level of knowledge gap; ii. Innovations and technologies; and iii. Research and development institutions ranking.

SN	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE	OUTCOME INDICATOR
			vii. Knowledge based documents increased from 50 to 100 by June 2026.		
D	Forest and beekeeping research coordination improved.	To strengthen national, regional and international networking and linkages.	i. Five hundred (500) forest and beekeeping research coordinated by June 2026.	DFPR, DFUR, DBR and CDs	i. Level of coordination ii. Level of ethics in research
		Establish mechanism for research coordination.	i. One (1) forest and bee keeping research guideline operationalised by June 2022; ii. Functional forestry researchers' forum established and operationalised by June 2026; iii. National partnership engagements increased from 15 to 30 by June 2026;		
E	Dissemination of forestry and beekeeping research findings enhanced.	i. Strengthen translation of forestry and beekeeping research findings ii. Enhance dissemination and communication of forestry and beekeeping research findings	i. One (1) Dissemination strategy developed and operationalised by June 2026; ii. Research findings translated for targeted audience by June 2026; iii. Capacity to report forestry and	DFPR, DFUR, DBR and CDs	i. Citation index ii. Level of knowledge gap iii. Level of stakeholders' engagement

SN	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE	OUTCOME INDICATOR
			beekeeping research findings strengthened by June 2026; iv. Capacity to translate and package forestry and beekeeping research findings strengthened by June 2026; v. Forestry and beekeeping scientific articles published increased from 25 to 60 by June 2026; vi. Ten (10) Policy briefs developed and shared with stakeholders by June 2026; vii. Forestry and beekeeping research findings shared through multi-media increased from 30 to 60 by June 2026		
F	Institutional capacity to deliver services strengthened	Improve financial resource mobilization and management systems;	TAFORI plans and budget prepared and implemented annually	DFA	i. Customer satisfaction/service delivery; ii. Audit opinion; iii. Staff performance iv. Revenue collections;

SN	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE	OUTCOME INDICATOR
			Integrated financial management information systems customized to capture all revenue sources by 2026		
			Procurement plan implemented annually by 80%	DFPR, DFUR, DBR, CIA/DFA/LSU/ICTU/PMU and CDs	
			Financial resource mobilization strategy developed and operationalised by June, 2022		
			Sixty (60) fundable projects secured by June, 2026;		
			Ten (10) consultancies provided by June, 2026;		
			Investment plan established by June, 2022;		
			Other Sources of revenue increased from 7 to 15 by June 2026		
			Stakeholders engagement models accommodated in TAFORI plans from 15 to 30 by June 2026		
			Titled land acquired and owned from 2,000 ha to 4,000 ha by June 2026		
		Human resource base improved	i. Human resource training programme developed, reviewed and implemented by		DFA

SN	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE	OUTCOME INDICATOR
			June 2022; ii. Human resource rewarding and incentive schemes developed and operationalised by June 2022; iii. Staff recruitment and placement carried out from 40% to 100% by June 2024; iv. Succession plan developed by June 2022; v. Mentoring schemes developed and operationalized by June 2022; vi. Performance management strengthened;		
		Strengthen working environment	i. Equipment and other infrastructure requirement plan developed and implemented by June 2026; and ii. Required Resource Management Information System and ICT infrastructure in place and operationalized by June 2026.		

Annex V: Definition of terms used in the TAFORI Strategic Plan 2021/22-2025/26

1	Act	In this Strategic Plan refers to Act No. 5 of 1980 which establish the Tanzania Forestry Research Institute
2	Beekeeping	Is the principal industry dealing with management of bees, bee fodder and processing the bee products such as honey, beeswax, royal jelly and propolis.
3	Bee Resource	Means bee and bee product (anything which is produced by or from bees includes honey, beeswax and propolis.
4	Catchment Forest/Water Catchment	Any forest area drained by rivers, streams of fixed bodies of water and its tributaries having a common source of surface run-off.
5	Community Forest	An area of land covered by forest which is owned by group of persons who have are engaged in forest management and conservation.
6	Ecosystem	An area that consists of the biological community that occurs in some locale, and the physical and chemical that make up its non-living or abiotic environment, it includes a forest ecosystem.
7	Forest	Is an area of land covering at least 0.5 hectares, with a minimum tree crown cover of 10% and a minimum height of 3.0 meters at maturity.
8	Forest Resource	Means a forest and forest produce (anything which is produced by or from trees or grows in a forest or is naturally found in the forest and includes bamboos, bark, branch, wood, canes, charcoal, fibre, firewood, fruits, gums, latex leaves, poles, plants resins, withes, seeds, timber, trees, wax, wood oils, roots, sap, litter, and any other living or inanimate object declared by Forest Act to be a forest produce.
9	Industry	Means forestry and beekeeping as sector.
10	Innovation	A new method, idea, product.
11	Institute	In this context it refers to Tanzania Forestry Research Institute, established by the Act No. 5 of 1980.
12	Natural Forest	A forest area that occurs naturally.
13	Plantation Forest	A forest area that has been established through afforestation or reforestation for commercial purposes.
14	Private Forests	Refers to a forest area owned by individual, group of individual, institution or body corporate; not owned by government.
	Product Forest	An area of land covered by forest, reserved or used principally for purpose of sustainable production of timber and other forest produce.
15	Research	Means any systematic study conducted in order to develop, verify and

		disseminate appropriate technologies for the benefit of stakeholders in forestry industry.
16	Researcher	Mean an officer appointed under this Act to exercise any of the function allocated to a researcher by this Act.
17	Stakeholder	Can be an individual, groups, (local, national, International NGO), or government authorities, departments/agencies/ministries, private sector, civil society, environmentalists, academia, traders, training, forest/beekeeping based industries, politicians, training/research institutions, staff who play or have an interest in the outcome of forest management initiatives.
18	Strategy	Is a high level plan to achieve one or more goals under conditions of uncertainty.
19	Sustainable Development	The process of change in which the exploitation of resources, the flow of investment practices, and technological development as well as institutional change work in harmony and improve the current and future potential to satisfy human needs.
20	Sustainable forest management	Is the management of forests according to the principles of sustainable development; by using very broad social, economic and environmental goals, using a broad range of knowledge, techniques, methods and tools over time and space.
21	Sustainable use	Means the use of forest and any of its natural resource in a manner and to an extent which does not compromise the capacity of the forest/resource to support environmental services for the present and future generations: the use that does not degrade the carrying capacity of the forest.
22	Technology	Is the application of scientific knowledge for practical purposes, especially in industry.
23	Wood fuel	Is wood substance used to supply energy upon its ignition and combustion and may be available as firewood, charcoal, chips, sheets, pellets, and sawdust; the particular form used depends upon factors such as source, quantity, quality and application.
24	Woodland	Is a low-density forest forming open habitats with plenty of sunlight and limited shade; woodland may support and understory of shrubs and herbaceous plants, including grasses and sometimes form a transition to shrubland under drier conditions.