



Tanzania Food and Nutrition Centre

Strategic Plan 2014 – 2018



October 2014

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Abbreviations

BOD:	Board of Directors
CAG:	Controller and Auditor General
CSO:	Civil Society Organization
MBNP:	Mwanzo Bora Nutrition Program
MDGs:	Millennium Development Goals
NGOS:	Non-Governmental Organization
NNS:	National Nutrition Strategy
OPRAS:	Open Performance Review and Appraisal System
PMO:	Prime Minister's Office
PPA 2004:	Public Procurement Act 2004
SBCC:	Social and Behaviour Change Communication
SWOT:	Strengths, Weaknesses, Opportunities and Threats
SUN:	Scaling Up Nutrition
TACAIDS:	Tanzania Commission for AIDS
TFDA:	Tanzania Food and Drugs Authority
TFN Act:	Tanzania Food and Nutrition Act
TFNC:	Tanzania Food and Nutrition Centre
UN:	United Nations
UNICEF:	United Nations Children's Fund
USAID:	United States Agency for International Development
WFP:	World Food Program
WHO:	World Health Organization

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Preface

The Tanzania Food and Nutrition Centre (TFNC) 2014 – 2018 strategic plan aims to catapult TFNC into a Centre of Excellence providing strategic leadership in nutrition to its partners and stakeholders. This strategic plan was developed in a series of workshops facilitated by Deloitte Consulting Limited and expands on the capacity gaps that were identified in TFNC's capacity assessment report and challenges that TFNC is facing within the changing nutrition environment of Tanzania.

The 2014 – 2018 strategic plan is developed in a way that builds on the achievements of the 2005 – 2009 strategic plan. Over the years, TFNC has been able to play a significant role in advocacy of good nutrition and nutrition related activities. With this prominence, TFNC has now been mandated to spearhead the implementation of the National Nutrition Strategy (NNS). However, successful implementation of this role is currently faced by the lack of political commitment and the lack of funding towards nutrition activities. Additionally, the nutrition environment has changed significantly over the years. New organizations and partnerships are addressing nutrition, new initiative and targets are being set and demand for nutrition information is increasing.

In order to successfully spearhead the implementation of the NNS, TFNC has realized that it needs to come up with cross-cutting strategic actions that it needs to undertake to improve service delivery to its partners and stakeholders, improve efficiency of financial and internal processes, and encourage staff learning and growth. Significant improvements in these key areas would be one step closer towards realizing TFNC's 2018 vision. Mainstreaming the strategic objectives into the directorates and incorporating monitoring of implementation of the strategic actions in the key performance indicators of each of the directorates, will be critical for successful implementation of the strategy.

It is hoped that this strategy will not only align with the National Nutrition Strategy (NNS) but will help TFNC to become the Centre of Excellence for all nutrition matters in the country.

1 Executive Summary

1.1 Introduction

In the 1970s many countries established multi-sectoral bodies to coordinate policy and action on nutrition, primarily between agriculture and health under the “nutrition planning” movement. As a response to this prevailing trend, the Government of Tanzania set up the Tanzania Food and Nutrition Centre (TFNC) to oversee nutrition matters in the country.

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

This all changed when there was a renewed interest in nutrition and Tanzania became one of the first countries to sign on to the Scaling up Nutrition (SUN) movement. We were suddenly thrust back into the limelight and tasked with the mandate to spearhead the implementation of the National Nutrition Strategy (NNS).

In order to carry out this task successfully we had to develop a strategy which will not only align with the NNS but it will also help us attain our vision to become the Centre of excellence for all nutrition matters in the country.

1.2 Our Vision, Mission and Values

Our vision towards 2018, core mission and values underpinning our existence and which will be a major catalyst towards our transformation are presented below:



1.3 Situational analysis

The situational analysis conducted as part of developing the strategy provided an overview of the environment within which we operate, and also an inward look at our organization with respect to past performance under the strategic goals set. The outlook is presented in the SWOT matrix in Figure 1.

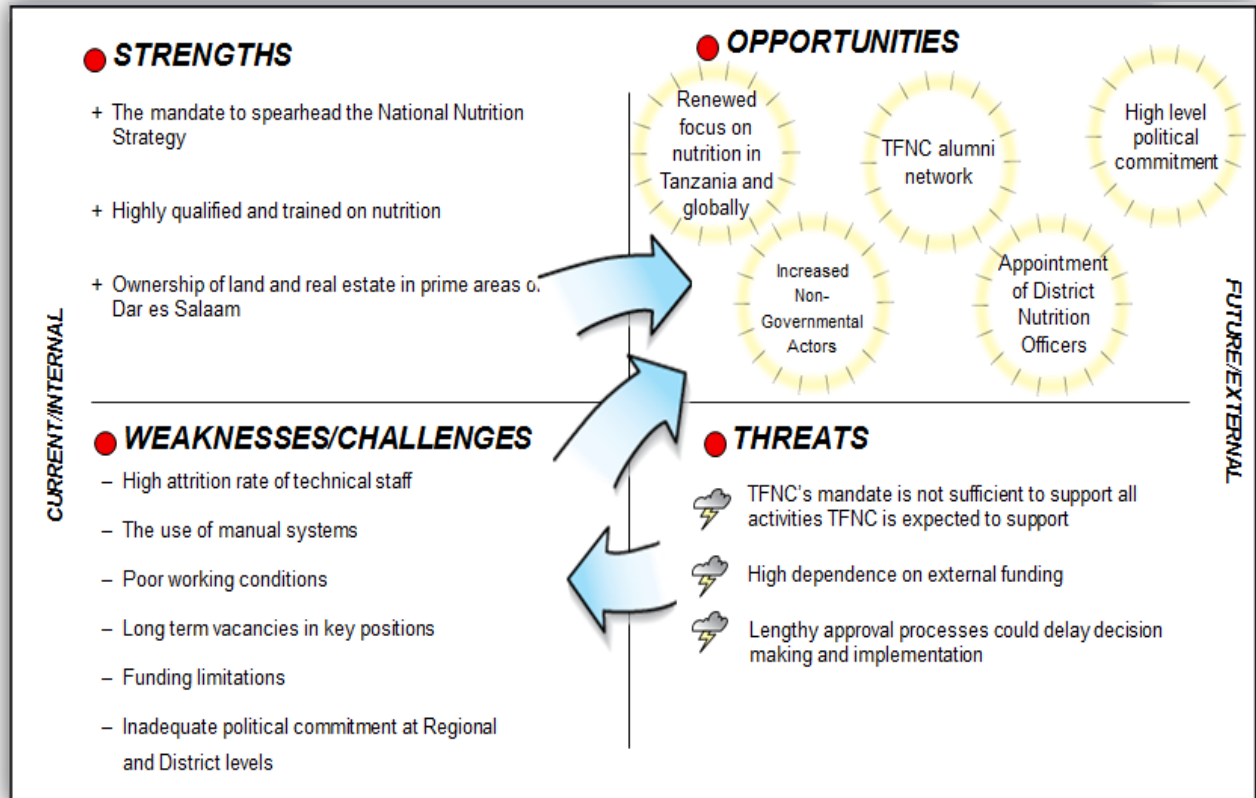


Figure 1: TFNC's SWOT Matrix

1.4 Strategic Objectives

We developed strategies which will enable us to achieve our vision and transform our organization so that we play a pivotal role in the execution of the National Nutrition Strategy. The strategies are summarized in Figure 2.

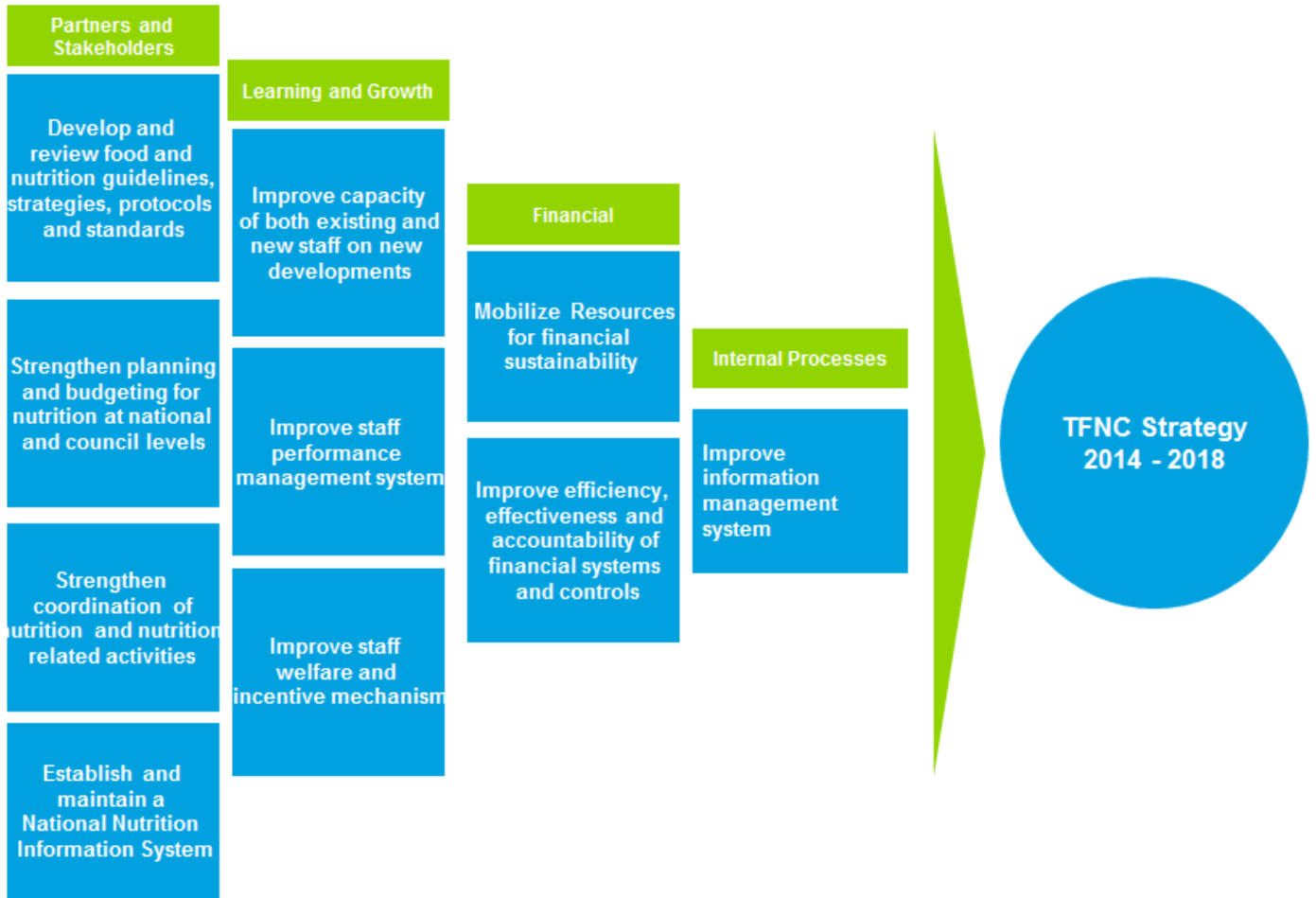
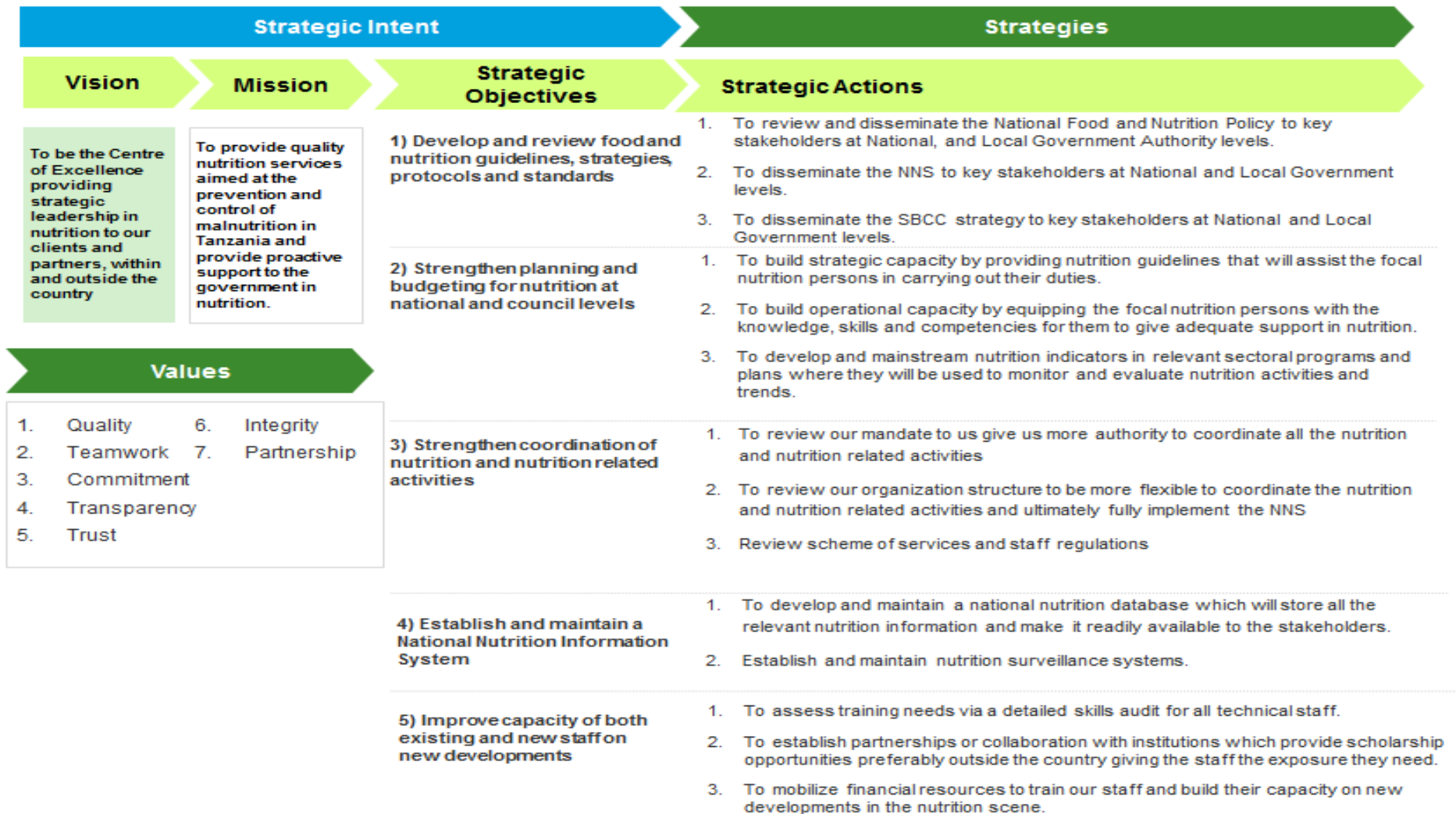


Figure 2: TFNC Strategic Objectives

1.5 Summary of the strategic plan

Figure 3 is the summary of the strategic plan which highlights our vision, mission, values, and strategic objectives together with their actions.



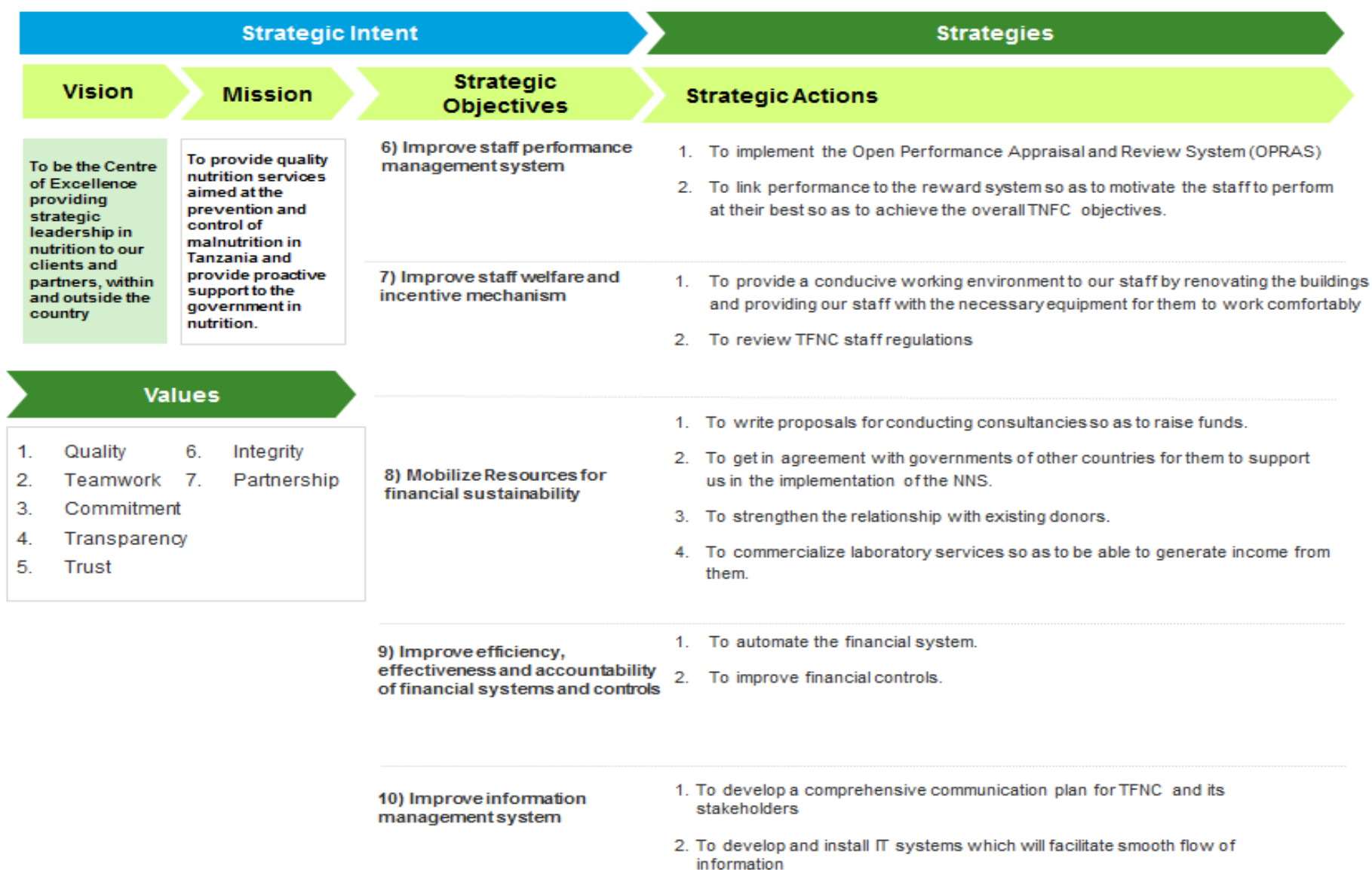


Figure 3: Summary of the Strategic Plan

2 Introduction

2.1 Background to TFNC

During 1950's nutrition activities were initiated by the Ministry of Health in response to reports by Government Personnel alarming increases in mortality rates, of outbreak of diseases or occurrence of famine or any other development which was attributed fully or partially to malnutrition.

Consequently, a considerable amount of information was collected and more attention was drawn to nutrition. Furthermore, an attempt at multi-sectoral approach to nutrition problems had been made.

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

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

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

This again prompted many interested parties both within and outside Tanzania to act. The Ministry of Agriculture, and to some extent the Ministry of Education, started nutrition units independent of the original one in the Ministry of Health. By 1969, 27 districts in 16 regions had already started their own units.

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

The TFN Act established TFNC as an autonomous institution governed by a Board of Directors and managed by a Managing Director. With the Board Chairperson and the Managing Director being both appointed by the Minister of Health and Social Welfare.

2.2 Purpose of the strategic plan

The strategic plan will help us have a clear focus on the implementation of the NNS and transformation towards becoming a Centre of Excellence in providing nutrition leadership in line with NNS, food and nutrition policy.

2.3 Approach to developing the strategic plan

Our approach to the preparation of the strategic plan was in three stages. We first conducted a situational analysis where we analyzed our internal and external environment to understand our capabilities and the challenges and how they impact our program delivery. We then revisited our old strategy to see how much of it was implemented, how much of it was not implemented and the reasons for its unsuccessful execution. We then used the findings collected from both exercises to come up with the new strategic plan in a workshop setting. We had inputs from all the directorates within and also used feedback from stakeholders in nutrition, including MDAs and development partners.

2.4 Structure of the Strategic Plan

The key sections of this strategic plan include:

1. **Introduction** – This has the background of TFNC, the approach we used to develop the strategic plan, the purpose for the strategic plan and the structure of the strategic plan
2. **Situational analysis** – In situation analysis we looked at our current state by using different methods which included our own self-assessment, benchmarking, SWOT analysis and landscape analysis and we used the findings to come up with the strategic plan.
3. **Vision, Mission and Objectives** – We revisited and revised our vision and mission to reflect TFNC renewed priorities and then we came up with the objectives to attain our vision and mission.
4. **Strategies and targets** – We then developed the strategies to achieve the objectives set the targets which will act as measures of success.
5. **Results framework** – We developed the result framework which will act as a tool to periodically monitor and evaluate the objectives we have set to attain our vision.

3 Situational Analysis

We analyzed the environment we operate in both internally and externally. This enabled us to understand our capabilities, areas of improvement, the various stakeholders we work with and the regulatory environment we operate in.

3.1 Our Methodology

In carrying out the situational analysis we used the following methods; we performed a self-assessment, benchmarking exercises, and conducted a landscape analysis as presented in Figure 4.

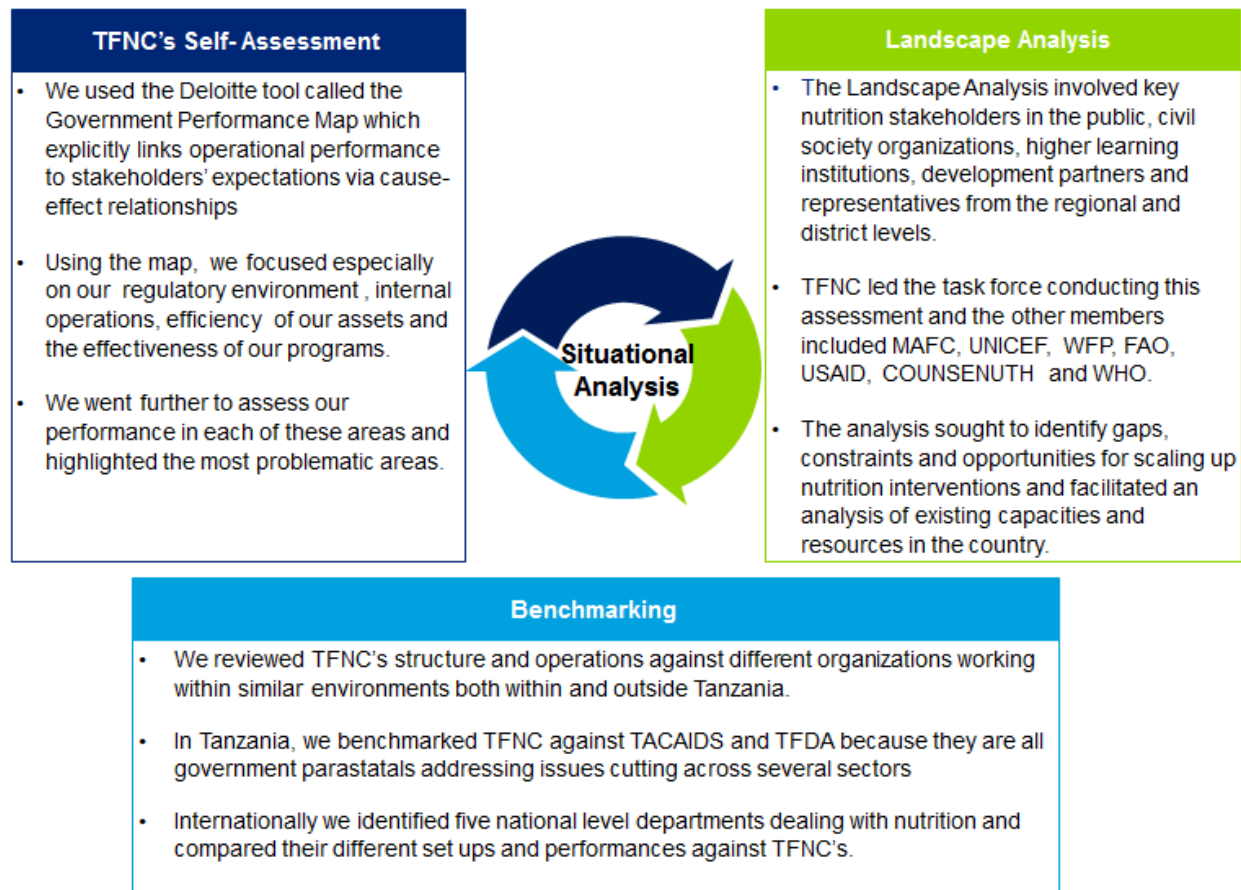


Figure 4: Situational Analysis Methodology

3.2 Key findings from the situational analysis

From the situational analysis exercise it was seen that although we are recognized as the sole institution mandated to coordinate the implementation of the NNS, we have not been equipped with resources to do so leading to poor coordination and ultimately ineffective and inefficient implementation.

Taking an internal look, we found out that our underperformance is mainly due to lack of resources for effective program delivery. There are also operational inefficiencies, some which are a direct consequence of our failure to adapt technology. Although the financial management is being done well, financial data/records are not well maintained given that they are stored in physical files. Further to this, our human physical and financial assets are not managed well and this impacts our program delivery.

In comparison with other similar organizations both within and outside Tanzania, we appeared to be performing poorly against our mandate as compared to our counterparts. Similar organizations in Tanzania have established presence at the regional and district levels, and leverage on the Local Government Authorities to implement activities unlike us with offices mainly at national level.

Internationally, it was seen that we are similar to the institutions in Zambia and Malawi because we were early risers in the SUN Movement and included the SUN objectives in our national nutrition strategies. We all aim to improve the quality of life of people by strengthening nutritional care for vulnerable groups and promoting preventive healthcare at the community level. However we cannot compare to the institution in Madagascar because it has wider community coverage.

We took the above findings from the situational analysis and separated them into internal (strengths and weaknesses) and external issues (opportunities and threats). SWOT analysis determined what may assist us in accomplishing our objectives, and the obstacles we must overcome or minimize for effective program delivery.

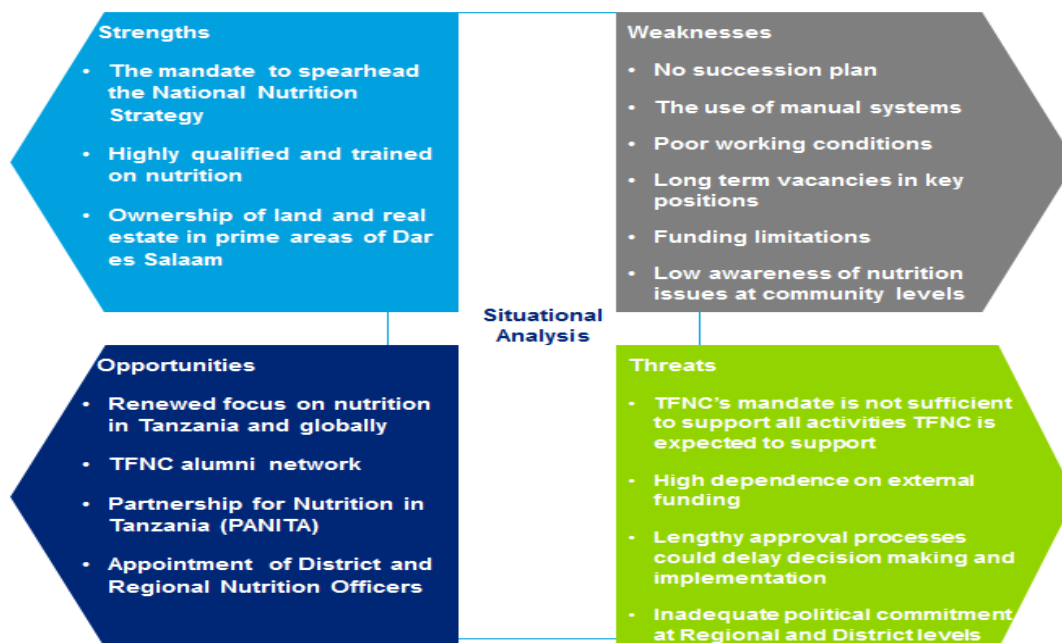


Figure 5: TFNC's SWOT

Risk Assessment for TFNC

The following graph shows the range of risk exposure for TFNC at the current state. We assessed the risks and identified mitigation measures as part of the development process of this strategic plan.

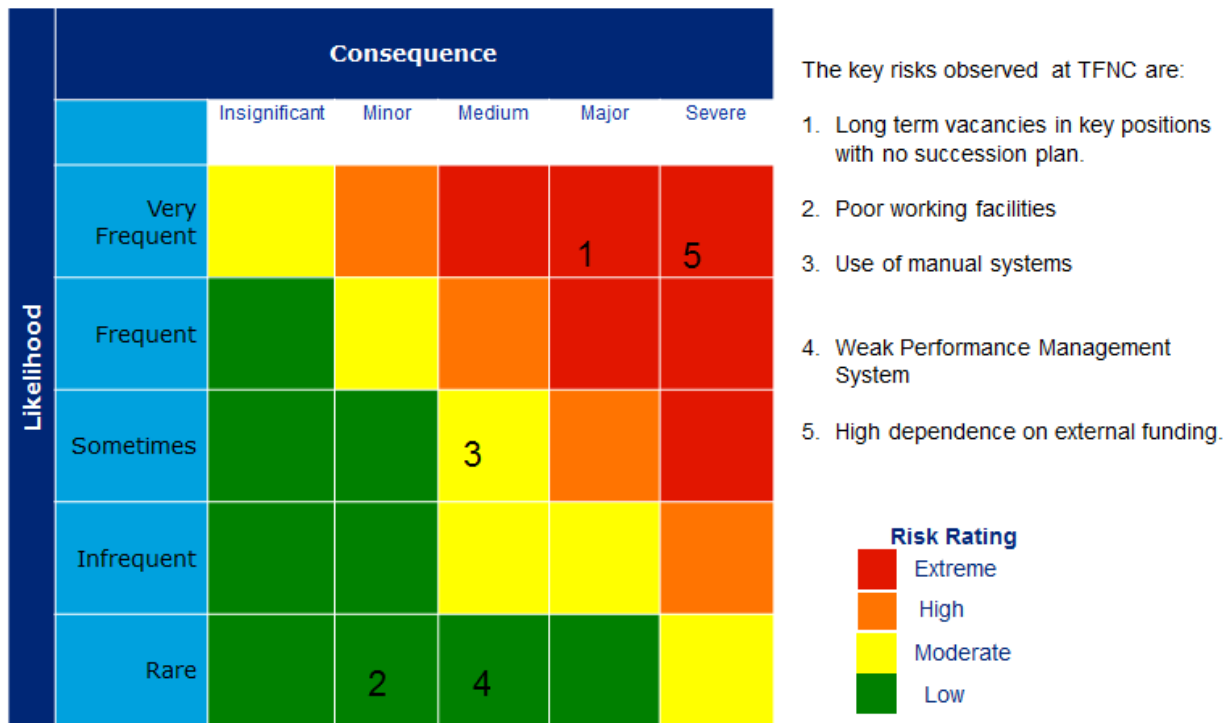






Figure 6: Risk assessment for TFNC

Risk mitigation measures

The risk mitigation measures are identified below:

Table 1: TFNC's key risks, implications and mitigation measures

Key Risk	Risk Rating	Implications	Mitigation measures
1. Long term vacancies in key positions with no succession plan	Extreme (Red)	<ol style="list-style-type: none"> This increases the workload of the current staff and negatively affect their quality of work There is also lack of ownership because the staff do not want to be held accountable and hence they refrain from 	<ol style="list-style-type: none"> Identify key personnel who can fill these positions. Gradual recruitment and completion of the vacancies of key positions at TFNC Development of a succession plan for every staff on managerial level

		making hard decision	and above.
2. Poor working facilities at office premises.		This reduces the staff morale and hinders them from performing at their best.	Improve the working conditions of the staff by providing them with all the necessary amenities for excellent performance
3. Use of manual systems		<ul style="list-style-type: none"> a. This increases the chances of human errors b. The speed of work is also slow c. Furthermore there is inefficient use of office space because most of it is used to store physical files. 	Automate the systems to make TFNC's functions faster and more accurate
4. Weak Performance Management System		The lack of feedback prevents the employees from improving on their performances because they do not know what they are doing wrong and hence they maintain the status quo.	Implement the Open Performance Review and Appraisal System (OPRAS)
5. High dependence on external funding.		<ul style="list-style-type: none"> a. When the funds are not available, TFNC fails to implement their activities b. Sometimes TFNC's priorities might differ from those of the donors 	Develop and implement a resource mobilization strategy

3.3 Potential barriers and enablers to successful strategy execution

Given the current state and learning from previous strategic plan period, we recognized that we needed to study and have better clarity on the barriers and enablers of strategy execution. The biggest barrier has thus far been limited resources. Our main sources of fund are the government and the developing partners. However, these sources have been slowly drying up over the years.

Another barrier has been setting unrealistic goals and failing to reach our targets. We also failed to reach our targets because we did not properly cascade our previous strategic plan to the staff. Furthermore the attitude of some of our stakeholders denies us the support we need to deliver on our mandate. Some of our external stakeholders are also not willing to participate in TFNC's growth because of their perception of TFNC's lack of credibility and low stature.

Financial sustainability is critical for successful implementation of our programs and coordination of NNS. Having adequate resources will also give us a level of financial independence from the government and the development partners.

With respect to the structure, we believe that the Board of Directors is crucial. The Board of Directors will ensure a proper cascading of the strategic plan to all our departments for its successful execution.

Figure 7 shows the balance or lack thereof between the barriers and the enablers. For a successful execution of our strategy, the scale needs to be tipping towards the enablers' side.

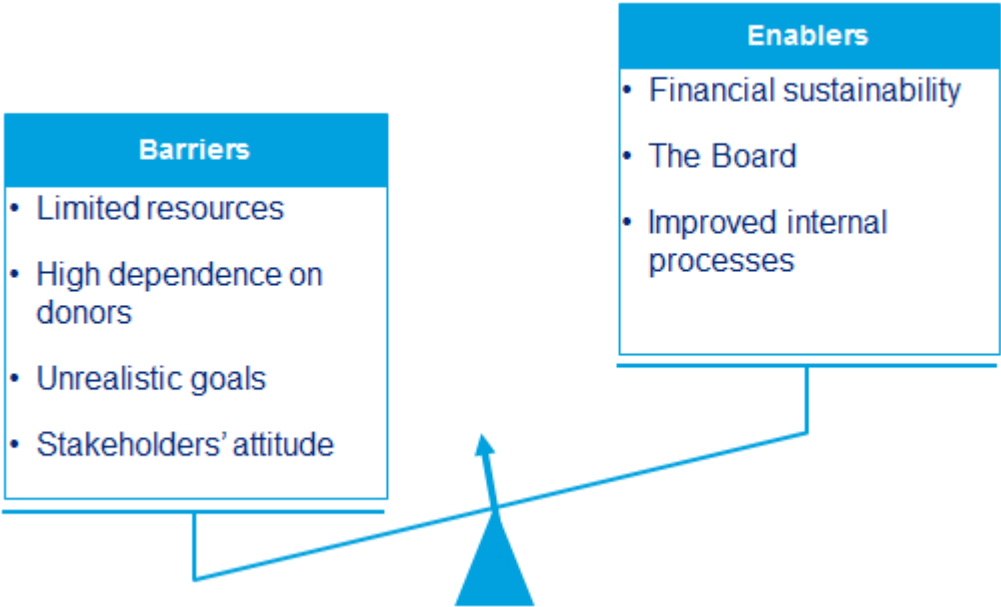


Figure 7: The barriers - enablers scale for successful strategy execution

4 Vision, Mission and Objectives

4.1 Vision 2030

Our vision is wrapped around three areas as shown in the Table below:

Vision	
1	To be a Centre of excellence in nutrition that provides exceptional services to our clients and partners at the regional and community level.
2	To become a Centre of excellence playing a strategic leadership role in nutrition.
3	To be a well-structured organization with highly qualified staff and modern research facilities that that will be the envy of other nutrition/health institutions in Tanzania and the East African region.

4.2 Nutrition challenges and their Implication on TFNC's vision

We recognize that there are many factors at play, for us to realize our vision towards 2030. We studied these and we highlight the various challenges and their implications on TFNC's vision 2030 below:

Challenges	Implication on TFNC Vision 2030
The changing nutrition environment of Tanzania	
Nutrition environment challenges: <ul style="list-style-type: none"> Weaknesses in coordination Limited funding 	<p>The nutrition environment has changed substantially since 1973. An increased number of institutions providing nutrition services have weakened the coordination ability of TFNC and it has become increasingly difficult to get information of national nutrition interventions and operate in the market efficiently due to competing interests from the different players. Furthermore, some of the donors that once supported TFNC are implementing their own programs without the support of TFNC. There is generally a lack of leadership and direction for the nutrition sector in the country.</p> <p>These changes in the environment have affected the resources and financial stability of TFNC since it was largely dependent on government and donor funds. Subsequently its performance has gone down, staff engagement level are low, there</p>

	<p>is staff attrition and all these are threatening to render TFNC irrelevant in the long run, whereas the demand for nutrition interventions has increased TFNC does not have the capacity to handle the demand for nutrition interventions today.</p> <p>The other issues likely to arise from this situation are: delays in implementing programmes and conducting research activities, reduced level of growth of the organisation which could deter it from focusing on nationwide issues, duplication of the activities by different players and more reduced funding and resources allocated to TFNC.</p>
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Basic Challenges (Economic, Political, Cultural & Ideological systems, resources, control)

<p>Global challenges:</p> <ul style="list-style-type: none"> • Man-made disasters; wars and political strife • Lack of fair food prices • Global warming, climate change and destruction of the environment 	<p>War and external disputes could impact the nation’s food supply and prices. Higher global food prices often result in higher local food prices, particularly for rice and wheat in Sub-Saharan Africa. Due to challenging factors such as these, TFNC may face the danger of not being able to reduce nutritional problems that result from people’s inability to obtain sufficient amounts of food.</p> <p>In addition, agriculture is extremely sensitive to climate change. It is predicted that crop failure will be up to 50 percent in the next 12 years in Africa. Drought and floods affect food production leading to food insecurity. Destruction of the environment also causes water deficit, which affects sanitation and subsequently ill health. All these will implicate TFNC to plan and implement food and nutrition programs for the benefit of Tanzanians.</p>
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<p>Local challenges:</p> <ul style="list-style-type: none"> • Poverty • Lack of prioritization of budgets • Gender inequality 	<p>Poverty in Tanzania is a serious problem in both rural and urban areas. Available data from the National Bureau of Statistics 2011/12 shows that 28 percent of Tanzanians live below the poverty line. This indicates that low income households cannot afford to purchase adequate nutritious food to feed their families due to limited resources. In addition, they cannot be able to adopt and practice appropriate eating and feeding habits.</p> <p>Inadequate investment in nutrition threatens to stunt the progress of the vision in providing excellent services and still reach all those that require it the most. Inadequacy of funds would limit resource allocation for addressing underlying causes including social and cultural factors related to gender.</p>
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Underlying Challenges

<ul style="list-style-type: none"> • Limited awareness of nutrition education including breast feeding and complementation • Few vital nutrition supplies and 	<p>In the landscape analysis, there is a striking difference between the perceptions of stunting as a major nutrition problem at the different levels. It was mentioned as being more than 50 percent at district and national level, but less than 20 percent at ward and regional level.</p> <p>Lack of knowledge and dietary quality is common among care provider and the</p>
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<p>equipment in health facilities</p> <ul style="list-style-type: none"> • Inadequate nutrition education, poor water and sanitation 	<p>community at large. Additionally, the conceptual framework for malnutrition is not widely understood.</p> <p>Many health facilities in rural areas often lack adequate stocks of equipment, supplies, and qualified personnel. At the same time, accessibility of some of these health facilities are constrained by poor transport infrastructure.</p> <p>Parents' education affects children's nutritional status. The children of mothers with secondary education are much less likely to be stunted. Currently, very few mothers in Tanzania have secondary education.</p> <p>In Tanzania, only 56 percent of households have access to safe water and 18 percent of households in rural areas have no sanitation facilities. In addition, poor drainage systems aggravate sanitation problems and favor mosquitos and other pests that can spread malaria and opportunistic diseases thus predisposing to malnutrition.</p>
<p>Immediate Challenges</p>	
<ul style="list-style-type: none"> • Inadequate dietary intake • Threat of diseases • Low rate of exclusive breastfeeding and poor complementation 	<p>Inadequate dietary intake and infectious diseases have direct consequences on nutrition. Many households in Tanzania are food insecure because they lack the resources to produce or purchase sufficient food for their households. 2006 Statistics from the Food and Agriculture Organization (FAO) found that 44 percent of Tanzanians consume too few calories to even sustain light work, and diets are undiversified, with 71 percent of all energy obtained from staples. The recent increase in world food prices is severely impacting the lives of those who are already food insecure.</p> <p>The major diseases with an impact on nutrition in Tanzania are malaria, diarrhoea, acute respiratory tract infections and HIV/AIDS. Infections cause loss of appetite and malabsorption of nutrients. Thus diseases cause malnutrition and malnutrition increases susceptibility to infections. These problems place TFNC under the risk of not achieving its vision because they significantly increase the risk of malnutrition.</p>

4.3 Mission

Our core mission will be to:

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

Nutrition services to be provided include technical assistance, laboratory analysis and training. This capacity will be provided to our primary partners and stakeholders; LGAs and CSOs. Our primary partners and stakeholders are better suited to reach the community, specifically, mothers and children, who are our final stakeholders. To accomplish our mission, we will seek funding from the government, donors and UN agencies. Our value proposition to secure this funding is the banking on the current coordination and collaboration all stakeholders are put forth toward the successful implementation of the NNS.

4.4 Values

The core values underpinning our existence and which will be a major catalyst towards our transformation are: good governance, quality, teamwork, commitment, transparency, trust, integrity and partnership.

4.5 Strategic Objectives

The selected strategic objectives were organized in the four perspectives of the Balanced Scorecard, as shown below:

Perspective	Objectives
Financial	1. Mobilize resources for financial sustainability
	2. Improve efficiency, effectiveness and accountability of financial systems and controls
Customers and Stakeholders	1. Develop and review food and nutrition guidelines, strategies, protocols, regulations and standards
	2. Strengthen planning and budgeting for nutrition at national and council levels
	3. Strengthen coordination of nutrition and nutrition related activities
	4. Establish and maintain a national nutrition information system
Internal Processes	1. Improve information management system
Learning and growth	1. Improve capacity of both existing and new staff on new developments.
	2. Improve staff performance system
	3. Improve staff welfare and incentive mechanism

5 Strategies and Targets

5.1 Financial Perspective

5.1.1 Mobilize Resources towards financial sustainability

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

We expect that in the next five years, we will be able to mobilize enough resources to spearhead the NNS and ensure its successful execution. Our four main targets are:

Target 1: Write proposals for conducting consultancies. We will equip 15 of our technical staff with proposal writing skills which they will use to seek consultancy opportunities by submitting to donors a minimum of 15 proposals and have at least five winning proposals each year.

Target 2: Sign up agreements with new potential partners to support us in the implementation of the NNS. We as an institution will reach out to these development partners and establish working relationships with them.

Target 3: Strengthen the relationship with existing and other prospective donors. This will enable us to gain back the donors confidence and with that provide us more support in the implementation of the NNS.

Target 4: Form partnership with the private sector to develop TFNC's properties located in Upanga and TFNC Headquarters.

5.1.2 Improve efficiency, effectiveness and accountability of financial systems and controls

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

Target 1: Automate the financial system. An automated financial system will enable us to link the disbursed funds with the priorities as per the annual budget hence eliminating misallocation of funds. An

automated financial system will also increase the accountability because of the increased visibility of the allocations.

Target 2: Enhance financial controls. Strong financial controls will allow for reliable financial reporting at the Centre, which will allow for more solid financial management of operations. Strong controls also ensure accuracy of financial data and protect the funds from potential frauds.

5.2 Partners and Stakeholders

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

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

Target 1: Review and disseminate Food and Nutrition Policy and related guidelines, protocols, regulations and standards to key stakeholders at National and LGAs.

Target 2: Review and disseminate NNS and SBCC to key stakeholders at National and LGAs.

Target 3: Strengthen Multisectoral coordination and collaboration in the implementation of NNS and SBCC.

5.2.2 Strengthen planning and budgeting for nutrition at national and council levels

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

Target 1: Build strategic capacity by providing nutrition guidelines that will assist the focal nutrition persons in carrying out their duties.

Target 2: Build operational capacity by equipping the focal nutrition persons with the knowledge, skills and competencies for them to give adequate support in nutrition.

Target 3: Develop and mainstream nutrition indicators in relevant sectoral programs and plans where they will be used to monitor and evaluate nutrition activities and trends.

5.2.3 Strengthen coordination of nutrition and nutrition related activities

Well-coordinated nutrition and nutrition related activities will ensure that the resources are widely spread out to tackle most nutrition issues hence having a bigger impact on reduction of malnutrition. Our previous

strategic plan did not have strategies to coordinate nutrition and its related activities. However with our role to spearhead the NNS, being able to coordinate nutrition and nutrition related activities is key to successfully implement the NNS. Our targets for this strategy are:

Target 1: Review our mandate to us give us more authority to coordinate all the nutrition and nutrition related activities

Target 2: Review our organization structure to be more flexible to coordinate the nutrition and nutrition related activities and ultimately fully implement the NNS

Target 3: Review scheme of services and staff regulations

5.2.4 Establish and maintain a National Nutrition Information System

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

Target 1: Develop and maintain a national nutrition database which will store all the relevant nutrition information and make it readily available to the stakeholders.

Target 2: Establish and maintain nutrition surveillance systems.

5.3 Internal processes

5.3.1 Improve information management system

A good information system will ensure a smooth flow of information between TFNC and its stakeholders. This way, TFNC can be able to coordinate the nutrition activities better. A good information management system will also ensure that the TFNC strategy trickles down smoothly to the departments so that every staff plays their role for successful implementation of the strategy.

Target 1: Develop a comprehensive communication plan which will be used both internally and with external stakeholders to ensure smooth flow of information and better coordination of the nutrition players and activities.

Target 2: Develop and install IT systems which will facilitate smooth flow of information both within TFNC and with TFNC stakeholders.

5.4 Learning and growth

5.4.1 Improve capacity of both existing and new staff on new developments

Building the capacity of the staff will equip them with the technical knowledge to tackle nutrition issues which are constantly emerging in the Tanzanian nutrition scene. Previously, TFNC only offered short – courses, seminars and workshops to its staff to sharpen the skills of the staff. However in this strategy, our targets are:

Target 1: Assess training needs via a detailed skills audit for all technical staff.

Target 2: Establish partnerships or collaboration with institutions which provide scholarship opportunities preferably outside the country giving the staff the exposure they need.

Target 3: Mobilize financial resources to train our staff and build their capacity on new developments in the nutrition scene.

Target 4: Develop a succession plan for the retiring staff

5.4.2 Improve staff performance management system

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

Target 1: Fully implement the Open Performance Appraisal and Review System (OPRAS)

Target 2: Link performance to the reward system so as to motivate the staff to perform at their best so as to achieve the overall TFNC objectives.

5.4.3 Improve staff welfare and incentive mechanism

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

Target 1: Provide a conducive working environment to our staff by renovating the buildings and providing our staff with the necessary equipment for them to work comfortably.

Target 2: Review TFNC staff regulations.

Table 2: The Strategic Objectives, actions, key indicators and the owner

Perspective	Strategic Objectives	Strategic Actions	Key Indicators						Owner
			2013 (Baseline)	2014	2015	2016	2017	2018	
Financial	1. Mobilize Resources for financial sustainability	1. To write proposals for conducting consultancies so as to raise funds.	Equip 15 staff with proposal writing skills	Write a minimum of 15 proposals to provide consultancy services	A minimum of 5 proposals won and consultancy services conducted	A minimum of 5 proposals won and consultancy services conducted	A minimum of 5 proposals won and consultancy services conducted	A minimum of 5 proposals won and consultancy services conducted	TFNC Management
		2. To enter agreement with potential Partners to support us in the implementation of the NNS.	Reach out to the development partners and establish working relationships with them.	Sign an MOU with the development partners to support implementation of NNS for one year	Sign an MOU with two more development partners to support implementation of NNS for two years	To extend the agreement with these development partners for another two years	-	-	MD
		3. To strengthen the relationship with existing donors. (Stakeholder Management)	Open communication channels and become more proactive in engaging with the existing donors	There is increased transparency and the donors more willing to support to TFNC in implementing the NNS.	There is increased support from the donors to TFNC in the implementation of the NNS	TFNC has a strong partnership with the donors in the implementation of the NNS		-	-

		4. Form partnership with the private sector to develop TFNC's properties located in prime areas of Dar es Salaam Business District/Centre	Establish ownership	Identify key firms they want to partner with	<ul style="list-style-type: none"> Procurement Process for the firm to partner with Enter into an MOU with the firm 	Begin developing the property		-	MD
	2. Improve efficiency, effectiveness and accountability of financial systems and controls	1. To automate the financial systems	Mobilize funds to procure the computerized system and associated hardware	Computerized accounting system is in place and the staff have been trained to use it	Timely, accurate and comprehensive financial statements produced	Clean audit reports from internal and external auditors with accordance with the PFA and its regulations received	-	-	DFPA
		2. To improve financial controls.	Review and update the financial systems, processes and procedures	Enforce compliance to the financial controls	Financial systems and control are efficient, effective, transparent and accountable	-	-	-	DFPA

Partners and Stakeholders	3. Develop and review food and nutrition guidelines, strategies, protocols, regulations and standards	1. To review and disseminate the National Food and Nutrition Policy to key stakeholders at National, and Local Government Authority levels.	Review and update the National Food and Nutrition Policy	The National Food and Nutrition Policy is disseminated to key stakeholders at National, and Local Government Authority levels.	There is harmonization of the key stakeholders at National, and Local Government Authority levels in terms of the standards and protocols which guide them and the nutrition strategies they implement.	-	-	-	DPP
		2.To review the NNS to key stakeholders at National and Local Government levels.	-	-	-	Review the NNS to key stakeholders at National and Local Government levels.	The NNS has been disseminated to the key stakeholders who have included the nutrition component in their annual budgets	The multi-sectoral coordination and collaboration has been strengthened in the execution of the NNS.	DNPP
		3.To disseminate the Social and			Dissemination of SBCC to the	Producing advocacy tools	Dissemination of SBCC to the		

		Behaviour Change Communication (SBCC) strategy at National and Local Government levels	-	National Focal Persons and other TFNC staff not aware of SBCC	(posters, fliers, calendars, videos etc)	National Focal Persons and other TFNC staff not aware of SBCC	-	-	
	4. Strengthen planning and budgeting for nutrition at national and council levels	1. Conduct monitoring for assessing the impact of planning and budgeting training provided to nutrition officers at council level	-	All nutrition officers at council level assessed on their ability to plan and budget for nutrition activities in their councils.					DNPP
		2. To build strategic capacity by providing nutrition guidelines that will assist the nutrition officers in carrying out their duties	-	-	Planning and budgeting for nutrition guideline reviewed and distributed to district nutrition officers	Planning and budgeting for nutrition guideline is known to all district nutrition officers and are used in their daily operations	-	-	DNPP
	5. Strengthen coordination of nutrition and nutrition related	To review our mandate to us give us more authority to coordinate all the nutrition and nutrition related activities	-	-	-	-	-	-	MD

	activities								
		To review our organization structure to be more flexible to coordinate the nutrition and nutrition related activities and ultimately fully implement the NNS	The organization structure reviewed and updated	-	-	-	-	-	MD
	6. Establish and maintain a National Nutrition Information System	To develop and maintain a national nutrition database which will store all the relevant nutrition information and make it readily available to the stakeholders.	The national nutrition database has been developed and is maintained by TFNC	-	-	-	-	-	DPP
		To collect, analyze and make available relevant nutrition data that the stakeholders will use for nutrition planning.	Collected nutrition data from various sources including own researches, District Nutrition Officers and other stakeholders; analyse it and	The database continuously updated with new information	The database continuously updated with new information	The database continuously updated with new information	The database continuously updated with new information	The database continuously updated with new information	DPP

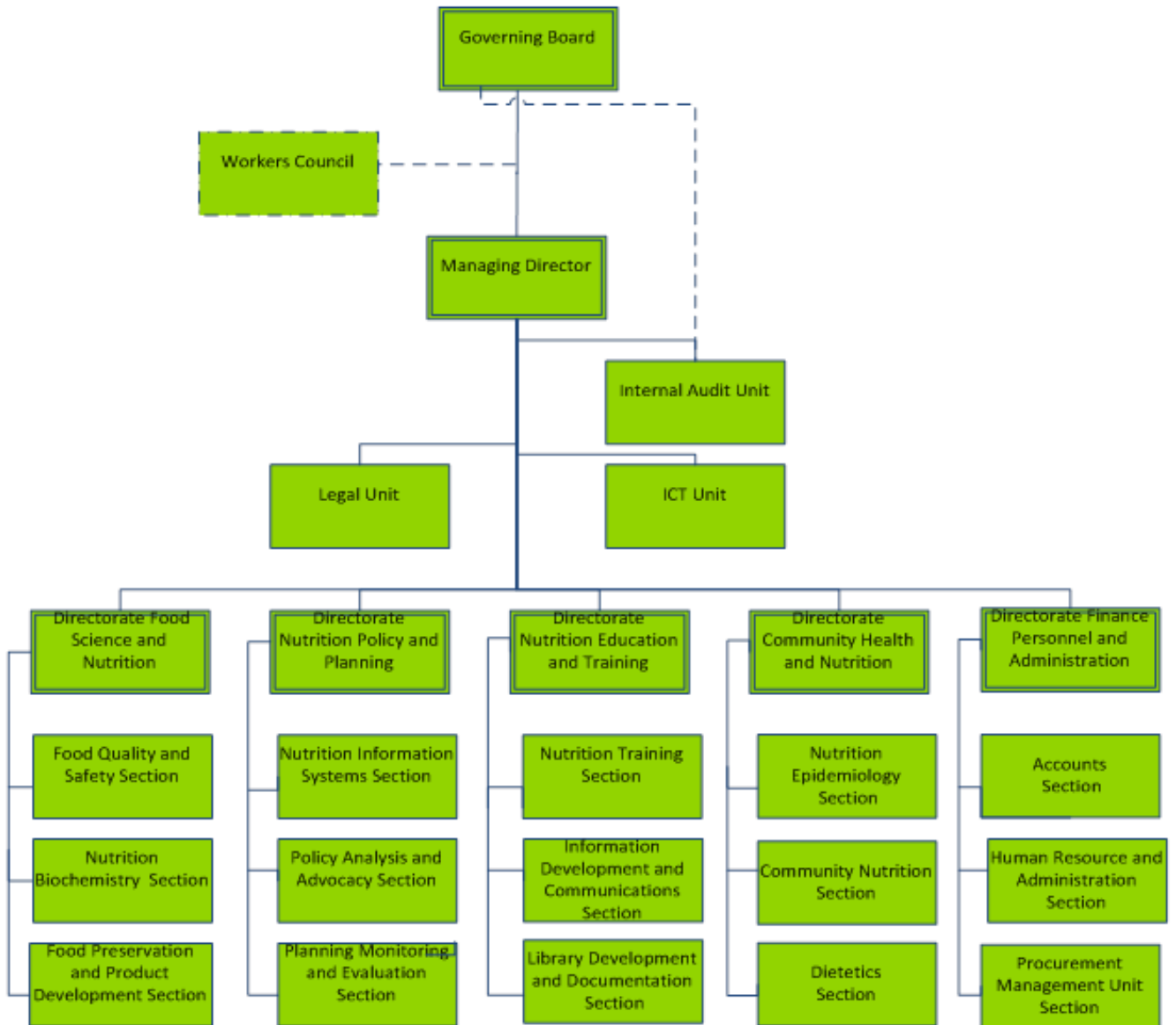
			update the findings in the national nutrition database						
7. Improve information management system	Develop a comprehensive communication plan for TFNC and its stakeholders	Communication plan is developed and shared with the staff	Communication plan is implemented and relevant information is being shared with the staff and the stakeholders	Nutrition activities are better coordinated because there is a smooth flow of information	TFNC is working well with other nutrition stakeholders in the implementation of the NNS	-	-	DPP	
	Develop and Install an IT system		Procure IT hardware and software	Procure network accessories	Recruit full time IT personnel	Train the staff		DFPA	
	To assess training needs via a detailed skills audit for all technical staff.	<ul style="list-style-type: none"> Conduct a skills audit for all the technical staff <p>Develop a training plan for TFNC technical staff to improve their capacity</p>	Implement the training plan	Review the training plan and update it accordingly.	Review the training plan and update it accordingly.	Review the training plan and update it accordingly.	Review the training plan and update it accordingly.	DFPA	

			on new developments						
Internal Processes	8. Improve capacity of both existing and new staff on new developments	To establish partnerships or collaboration with institutions which provide scholarship opportunities preferably outside the country giving the staff the exposure they need.	Research and identify suitable institution for scholarship and exchange programmes	Partner with other institution and exchange programme	5 scholarships and 10 exchange programme secured	5 scholarships and 10 exchange programme secured	5 scholarships and 10 exchange programme secured	All training needs have been addressed and staff are performing at optimal level.	DFPA
		To mobilize financial resources to train our staff and build their capacity on new developments in the nutrition scene.	Identify opportunities for resource mobilization through proposal writing, donor agencies, consultancy services and government support	25 percentage of the needed funds secured and staff sent for training	25 percentage of the needed funds secured and staff sent for training	25 percentage of the needed funds secured and staff sent for training	25 percentage of the needed funds secured and staff sent for training	All training needs have been addressed and staff are performing at optimal level.	DFPA
Learning	9. Improve staff performance	To implement the Open Performance Appraisal and	<ul style="list-style-type: none"> Train the staff on the importance 	OPRAS implemented, clear objectives	Staff accountability is increased and				DFPA

	management system	Review System (OPRAS)	of OPRAS	are set and performance is monitored bi-annually	development areas are identified and worked on	-	-	-	DFPA
		To link performance to the reward system so as to motivate the staff to perform at their best so as to achieve the overall TNFC objectives.	Establish criteria for reward linked with performance and communicate to the staff	Roll out the reward system	The previous performance is rewarded and staff motivation increased	Efficiency and productivity increased	-	-	
	10. Improve staff welfare and incentive mechanism	To provide a conducive working environment to our staff by renovating the buildings and providing our staff with the necessary equipment for them to work comfortably.	Assess staff needs for optimal delivery and develop budget to address the needs	Minimal capital requirements needs have been addressed and mobilize resources to address the needs with high capital requirements	20 percentage of working environment has been improved and continue mobilizing resources	30 percentage of working environment has been improved and continue mobilizing resources	25 percentage of working environment has been improved and continue mobilizing resources	25 percentage of working environment has been improved and continue mobilizing resources	

6 Annexes

Annex I: Organization Chart



Annex 2: Budget

BUDGET SUMMARY

Key Actions		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	TOTAL
Activity		Estimates	Estimates	Estimates	Estimates	Estimates	Estimates
1	Finalize the review of National Food and Nutrition Policy	42,000,000	44,520,000	47,191,200	50,022,672	53,024,032	236,757,904
2	Disseminate the National Food and Nutrition policy to key stakeholders at national and council level	79,100,000	83,846,000	2,809,000			165,755,000
3	Disseminate the National Nutrition strategy to key stakeholders at all levels	800,000,000	848,000,000	898,880,000	476,406,400	504,990,784	3,528,277,184
4	Review and Disseminate NNS and NSS_IP	150,000,000	594,000,000				744,000,000
5	Develop, Review and Disseminate National Guidelines and Protocols on Nutrition to local Government and other stakeholders		370,000,000	392,200,000	415,732,000	440,675,920	1,618,607,920
6	Build operation capacity by equipping the service providers with knowledge, skills and competences for them adequate support nutrition.		725,000,000	768,500,000	814,610,000	863,486,600	3,171,596,600
7	Strengthen nutrition infrastructure, equipment and supplies		1,626,000,000	1,601,660,000	1,697,759,600	1,799,625,176	6,725,044,776
8	Review TFNC's Act to give more authority to coordinate all the nutrition and nutrition related activities	15,000,000	64,000,000				79,000,000
9	Review TFNC Organization Structure to facilitate coordination of nutrition activities and nutrition related activities		45,000,000				45,000,000
10	Review the Scheme of Service and staff regulations		37,000,000	12,720,000			49,720,000
11	Identify and mainstream nutrition indicators in relevant sectoral programs and plans where they will be used to monitor and evaluate nutrition activities and trends		30,000,000	31,800,000	9,000,000		70,800,000
12	Develop and maintain the national nutrition database		65,000,000	1,060,000	1,123,600	1,191,016	68,374,616
13	Automatically collect relevent nutrition data		-	-	-	-	-

14	Automatically analyse the collected relevant nutrition data and produce periodic reports		1,000,000	1,060,000	1,123,600	1,191,016	4,374,616.00
15	Publish the relevant nutrition information that the stakeholders will use for nutrition planning		37,500,000	39,750,000	42,135,000	44,663,100	164,048,100
16	Assess training needs via a detailed skills audit for all technical staff		2,000,000	2,120,000	2,247,200	2,382,032	8,749,232
17	Establish partnership in collaboration with institutions within and outside the country which provide Research and scholarship opportunities giving the staff the exposure they need		55,000,000	58,300,000	61,798,000	65,505,880	240,603,880
18	Conduct induction course to TFNC staff and build their capacity on new developments in the nutrition scene		2,000,000	2,120,000	2,247,200	2,382,032	8,749,232
19	Develop a succession plan		2,000,000	2,120,000	2,247,200	2,382,032	8,749,232
20	Establish the Open Performance Appraisal and Review System (OPRAS)	4,000,000	4,240,000	4,494,400	4,764,064	5,049,908	22,548,372
21	Link Performance to the reward system to motivate the staff to achieve the overall TFNC goals	10,000,000	10,600,000	11,236,000	11,910,160	12,624,770	56,370,930
22	Build new Office	400,000,000	800,000,000	848,000,000	898,880,000	952,812,800	3,899,692,800
23	Repair office buildings	60,000,000	63,600,000	67,416,000	71,460,960	75,748,618	338,225,578
24	Repair staff houses	60,000,000	63,600,000	67,416,000	71,460,960	75,748,618	338,225,578
25	Procure office furniture equipment and supplies	30,000,000	31,800,000	33,708,000	35,730,480	37,874,309	169,112,789
26	Hold end of the year staff meeting/party	20,000,000	21,200,000	22,472,000	23,820,320	25,249,539	112,741,859
27	Identify key potential stakeholders to solicit funds for the implementation of nutrition activities	15,000,000	15,900,000	16,854,000	17,865,240	18,937,154	84,556,394
28	Seek agreements with Development Partners to support in the implementation of NNS	1,500,000	1,590,000	1,685,400	1,786,524	1,893,715	8,455,639
29	Strengthen the relationship with existing and prospective partners		-	-	-	-	-

30	Form Partnership with the private sector to develop TFNC's properties located in Prime areas of Dar es Salaam and outside Dar es Salaam	405,000,000	429,300,000	449,440,000	476,406,400	504,990,784	2,265,137,184
31	Automate the Financial system	90,000,000	74,200,000				164,200,000
32	Enhance Financial Controls	25,000,000	26,500,000	28,090,000	29,775,400	31,561,924	140,927,324
	TOTAL	2,206,600,000	6,174,396,000	5,413,102,000	5,220,312,980	5,523,991,758	24,538,402,738