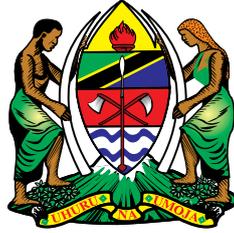


United Republic of Tanzania



MINISTRY OF NATURAL RESOURCES AND TOURISM
TANZANIA FOREST SERVICES AGENCY



STRATEGIC PLAN

JULY 2014 - JUNE 2019





STATEMENT OF CHIEF EXECUTIVE

I am pleased to present the second Tanzania Forest Services (TFS) Agency Five Year Strategic Plan for the period starting from July 2014 to June 2019. The Strategic Plan presents the Agency's medium - term direction in terms of strategies that form the basis for business planning and providing a framework of evaluating the impact of operations as well as demonstrating how best TFS can make use of opportunities. The Plan sets out the vision, mission, core values and objectives of TFS for the next five years. It is further outlining the strategies and targets to achieve the objectives as well as key indicators as standard measures of performance.

The preparation of this plan has greatly benefited from the implementation experiences of the first Strategic Plan that covered a period of three financial years from July 2011 to June 2014. This Plan has also been prepared in line with the National Policy and Planning Frameworks that includes the Tanzania Development Vision 2025, National Strategy for Growth and Reduction of Poverty Phase II (NSGRP, MKUKUTA II), Five-Year National Development Plan, Sector Policies and Strategies.

Currently the forest sector accounts for 3.7% of Gross Domestic Product (GDP). This low contribution to the national economy is attributed to the unrecorded consumptions such as payments for ecosystem services. In performing its functions TFS will capitalize on and take into consideration the challenges posed by among others, those related to political, social, economic, technological and environmental factors.

TFS will put more emphasis on the use of forest management and beekeeping plans as technical tools for improving the management and production capacity of both natural and plantation forests and apiary. Resources assessment and mapping will be carried out periodically in order to provide reliable data and information for forest and bee resources management planning. The improvements on forest and bee resources management and production capacity will be attained by enhancing protection of forest reserves, increasing area of forest plantations, encouraging private sector and community tree planting. These efforts will lead to the effective management of forests and bee resources and assure ecosystem stability and conservation of forest biodiversity, water catchments and soils.

In addition, TFS will improve and develop infrastructure to and within forest plantations. Forest plantations will be expanded through planting undeveloped and new areas. Efforts will continue to promote and facilitate private sector and other stakeholders' involvement in management of forest and bee resources. Revenue collection mechanisms will be strengthened to ensure that adequate financial resources are available for management of forest and bee resources in a sustainable manner.

TFS acknowledges the participation and role played by various stakeholders in enhancing its performance in the management and conservation of forest and bee resources for sustainable supply of quality forest and bee products and services; hence contributing to the achievements of social and economic development in the country.

Preparation of this plan has been made possible by the excellent cooperation, commitment and dedication of TFS staff and the Ministerial Advisory Board members. TFS recognizes the inputs provided by key stakeholders within and outside the Agency in shaping the Plan to address key

sectoral issues and formulate relevant strategies. Also, the expertise facilitation provided by the President's Office, Public Service Management - Directorate of Executive Agencies in guiding the preparation of the Plan is highly appreciated. I wish to acknowledge the hard work endured by staff in the preparation of this important document.

The success of the Plan implementation depends on the support and cooperation of all stakeholders including Communities; Non-governmental organizations, Private sector, Parliament, Ministries, Independent Departments and Government Agencies (MDAs), Development Partners and the Public at large.

TFS is fully committed to the implementation, monitoring and evaluation of the Strategic Plan and report on its overall performance for the benefit of the people of Tanzania.

Juma S. Mgoo
CHIEF EXECUTIVE



EXECUTIVE SUMMARY

Tanzania Forest Services (TFS) Agency was established as a semi-autonomous government Executive Agency under the Ministry of Natural Resources and Tourism through the Executive Agencies Act (Cap 245) and Government Notice No. 269/2010. TFS became fully operational in the financial year 2011/12 where it started to implement the first three-year Strategic Plan (July 2010 to June 2013). However, the Plan implementation was delayed for one year; hence it will end in June 2014. The first Plan put emphasis on institutional and capacity building consequently enhancing staff to sustainably manage and conserve forest and bee resources and improved financing mechanisms.

The second Strategic Plan covers the period of five years starting from July 2014 to June 2019. This plan focuses on development of resources and assets and improvement of the management systems. The Plan gives historical background of TFS and situational analysis inclusive therein the extent of resource base, mandates, roles and functions, performance reviews, stakeholders and Strength Weaknesses Opportunities and Challenges (SWOC) analysis. Through a combination of strategies during implementation of the first Plan for two years from July 2011 to June 2013, about 84% of physical performance of implementation of activities was attained.

Major achievements of the first Strategic Plan include establishment of zonal offices; implementation of silvicultural activities and forest protection, rehabilitation of degraded areas, National Forest Resources Monitoring and Assessment conducted countrywide, support to communities in beekeeping industry and income generation activities, revenue collection, participation to National shows and Trade Fairs; training and awareness creation on aspects related to forestry, bee, gender and good governance. Strategies employed include strengthening human resources capacity; improving working facilities and infrastructure; monitoring of activities; improved forest resource information and management planning; enforce and monitoring of quality assurance of forest and bee products. In the course of activity implementation, TFS designed initiatives for improving performance including special patrols, use of improved planting materials in plantations, soliciting funds to meet goals under the Big Results Now (BRN), initiation of Beehive sitting day and activities addressing climate change and carbon monitoring.

A number of constraints encountered include insufficient number of staff, poor infrastructure and management challenges. Based on constraints experienced and stakeholder analysis various critical issues were summarized as:

- a) Lack of TFS HIV/AIDS strategy;
- b) Limited compliance to Good Governance and Gender Issues;
- c) Absence of HR development Programme;
- d) Organization structure not harmonized;
- e) Poor infrastructure and management of assets;
- f) High cost of running and maintaining vehicles and equipment in imposed service providers;
- g) Lack of marketing strategy;
- h) Inadequate Community Support Programme;
- i) Low quality of forest and bee products;
- j) Inadequate use of forest and bee waste products;
- k) Inefficient processing technologies for forest and bee produce;
- l) Overdependence on forest resources as major source of livelihood; and
- m) Inadequate capacity to manage forests and forest resources.

Development of this second Strategic Plan came up with some initiatives to overcome constraints or challenges experienced in order to attain future desirable achievements based on the experience gained from the first Plan. The Agency's Vision was edited while the Mission remains the same as follows:



Vision: *“To be a center of excellence in sustainable management of forest and bee resources.”*

Mission: *“To sustainably manage the national forest and bee resources in order to contribute to the social, economic, ecological and cultural needs of present and future generations.”*

Three core objectives of TFS functions were reformulated whereas the two previous crosscutting objectives were maintained with little amendments.

The Plan Objectives are:

- A. HIV/AIDS Infections Reduced and Supportive Services to Staff Living with HIV/AIDS Improved;
- B. Good Governance and Gender Balance Enhanced;
- C. Institutional Capacity to Deliver Services Strengthened;
- D. Forest and Bee Resource Base and Ecosystem Improved; and
- E. Utilization of Quality Forest and Bee Products Enhanced.

Result Framework explains how various TFS interventions such as Monitoring and Evaluation and periodic reviews will be performed to measure achievements of intended development objective. Furthermore, TFS will strive to offer services and effectively manage forest and bee resources for the benefit of both direct and indirect beneficiaries and for national development at large. The Plan will link its implementation with National Planning Frameworks including the Big Results Now, National Policies and legislation, Ruling Party Election Manifesto and related international Treaties that Tanzania has ratified.

The current Organization Chart will continue to operate with attention on the chain of command at different levels of responsibility.



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ABBREVIATIONS AND ACRONYMS

BTI	Beekeeping Training Institute
BRN	Big Result Now
CBD	Convention on Biological Diversity
CBFM	Community Based Forest Management
CITES	Convention on International Trade in Endangered Species of Fauna and Flora
CBOs	Community Based Organizations
CE	Chief Executive
DBSS	Directorate of Support Services
DPRU	Directorate of Planning and Resource Utilization
DRM	Directorate of Resource Management
EIA	Environmental Impact Assessment
FBD	Forestry and Beekeeping Division
FRMP	Forest Resources Management Project
FRs	Forest Reserves
FTI	Forest Training Institute
GDP	Gross Domestic Product
GHG	Green House Gas
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HR	Human Resource
IFMS	Integrated Financial Management System
IGA	Income Generating Activity
IGAs	Income Generating Activities
IPM	Integrated Pest Management
JFM	Joint Forest Management
KPI's	Key Performance Indicators
LMDA	Logging and Miscellaneous Deposit Account
M&E	Monitoring and Evaluation
MAB	Ministerial Advisory Board
MDAs Agencies	Ministry, Independent Department and Government
MDGs	Millennium Development Goals
MKUKUTA Tanzania	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini
MNRT	Ministry of Natural Resources and Tourism
MTEF	Medium Term and Expenditure Framework
MTP	Medium Term Plan
NGOs	Non-Governmental Organization



NRs	Nature Reserves
NAFOBEDA	National Forest and Beekeeping Database
NAFORMA	National Forest Resource Monitoring and Assessment
NFBKP	National Forest and Beekeeping Programme
NSGRP	National Strategy for Growth and Reduction of Poverty
NWFPs	Non Wood Forest Products
OPRAS	Open Performance Review and Appraisal System.
PFM	Participatory Forest Management
PPP	Public Private Partnership
PRS	Poverty Reduction Strategy
PSRP	Public Sector Reform Programme
PMO - RALG	Prime Minister's Office, Regional Administration and Local Governments
REDD	Reducing Emissions from Deforestation and forest Degradation
SP	Strategic Plan
SWOC	Strength, Weakness, Opportunity and Challenges
SFM	Sustainable Forest Management
SACCOS	Saving and Credit Cooperative Society
TAFORI	Tanzania Forest Research Institute
TNA	Training Needs Assessment
TaFF	Tanzania Forest Fund
TFS	Tanzania Forest Services Agency
TFCMP	Tanzania Forest Conservation Management Project
TBA	Tanzania Building Agency
VNRCs	Village Natural Resources Committees



CHAPTER ONE

1.0 INTRODUCTION

Tanzania Forest Services (TFS) Agency implements its mandate and operations based on Strategic Plan (SP). The first Strategic Plan was developed during the process of establishment of the Agency and was implemented for a period of three years (2010/2011 – 2013/2014). This Strategic Plan covers the period of five years (2014/2015 – 2018/2019) as per Government reforms and directives to Ministries, Independent Departments and Government Agencies (MDAs) to prepare their Strategic Plans on five-year time frame.

TFS is mandated to manage forest and bee resources, provide forestry and beekeeping extension services and enforce forest and beekeeping legislation. Other mandates include revenue collection, quality assurance and rehabilitation of degraded areas. Strategic Plan, which has evolved over time from the first to the current one, guides execution of these mandates. The first Strategic Plan focused on setting up of the Agency (institutional and capacity building), while the current looks at development of resources and assets and improvement of the management systems.

1.1 Tanzania Forest Services Historical Background

The Government Reforms under the Civil Service Programme in early 1990s, led to the need for a shift towards free market economy, to serve as engine of growth that reflect the structure and size of the nation's public service.

In the forest and beekeeping sectors, there were administrative challenges in the management and conservation of forest and bee resources, which posed hindrance in achieving an effective and efficient system for improved financing and sustainable management of forest and bee resources. Success in implementation of Forest Resources Management Project (FRMP) in Tabora and Mwanza regions in 1990s was the basis for scaling up into Tanzania Forest Conservation Management Project (TFCMP) in 2002, which supported the initial establishment of Tanzania Forest Services (TFS) Agency. The establishment processes of TFS were in line with the Public Service Reforms Programme with the main focus to improve Ministries, independent Departments and Agencies (MDAs) in service delivery and regulatory functions through a more efficient public service. The Tanzania Forest Services Agency was therefore established under the Executive Agencies Act, Cap. 245 R.E. 2009 and published in the Government Notice No. 269 dated 30th July 2010.

However, forest resources conservation in Tanzania can be traced back to 1899 when it started as a local forest bureau (*Forstverwaltung*) at Usimbe, Muhoro near Rufiji Delta under the German administration and later moved to Dar es Salaam in 1902. After the First World War of 1914–1918 the forest administration was taken over by the British Government until 1961 when Tanganyika gained its independence. Beekeeping administration can be mapped out sometimes before 1949 when Beekeeping operated as an informal sector. Between 1949 and 1971, Beekeeping was a department under the Ministry of Agriculture with the aim of improving production of agricultural and bee products. Beekeeping was later transferred to the Ministry of Natural Resources, where it operated as a section under Department of Forestry in the Ministry of Natural Resources from 1971 to 1977. In 1977 it was argued that bees are part of Wildlife and hence transferred to Wildlife Department. Between 1980 and 1984, beekeeping operated as a full department. Due to government restructuring and cost reduction exercise in 1984, Beekeeping Department was combined with Forestry Department to form Forestry and Beekeeping Division (FBD). (**Annex I** presents History of TFS).

1.2 Approach

Participatory approach process was adopted during preparation of the second Strategic Plan, comprising sessions with TFS Staff including Zonal and Forest Plantation Managers, Section Managers and Management Team at the initial stage. The second session involved consultative meetings with key stakeholders within and outside the Agency. The facilitation of the process was guided by expertise from the President's Office, Public Service Management - Directorate of Executive Agencies.

The development process of this Strategic Plan involved conducting analysis of the implementation challenges and achievements of the first Strategic Plan including situational analysis, stakeholder analysis, SWOC analysis, identifying critical issues, developing objectives and designing strategies. The approach guarantees ownership and successful execution of initiatives of the Agency and its stakeholders.

1.3 Purpose

This Plan has been developed with the purpose of creating a shared vision to TFS Staff and key stakeholders. It aims at improving the service delivery with a view of guiding implementation process on conservation, development and utilization of forest and bee resources in the country.

1.4 Layout of the Plan

The Plan is divided into four chapters. Chapter one gives an introduction covering background, approach, purpose and layout of the Plan. Chapter two covers the situation analysis which include performance review, stakeholder analysis; Strength, Weakness, Opportunities and Challenges (SWOC) analysis, recent initiatives and critical issues. Chapter three consists of vision, mission, core values, objectives and their rationale, strategies, targets and key performance indicators. Chapter four which show how the results of the plan will be measured consists of development objective, beneficiaries, linkage with national planning frameworks, result chains, monitoring, reviews and evaluation plan.



CHAPTER TWO

2.0 SITUATION ANALYSIS

2.1 Extent of Forest and Bee Resources

2.1.1 Forest Resources

Tanzania's forest resources covers 48.1 million hectares (ha) equivalent to 55% of total surface land area of Tanzania Mainland. Woodlands cover 44.6 million ha (93%) of the forestland while catchment forests, mangroves, coastal forests and government forest plantations occupy 3.4 million ha (7%) of the forestland. Furthermore about 20 million ha of the forestland is production forests and 28 mil ha are protected forests found in wildlife protected areas and forest reserves.

The distribution of forests in terms ownership/ management includes 15.84 mil ha (35%) under the Central Government through TFS; 3.36 mil ha (7%) under Local Government; 21.6 mil ha (45%) under village governments; 3.36 mil ha (7%) of private sector; 2.4 mil ha (5%) as forests in general lands and approximately 480,000 ha (1%) other ownerships such as sacred forests.

Despite large forest areas, the forests stock is meagre estimated at 3.3 billion cubic metre; out of which 97% is obtainable from natural forests and 3% from planted forests. The mean annual wood increment (MAI) is estimated at 83.7 million cubic metres. The information on wood supply in the country show that allowable cut in production forests in 2013 was estimated at 42.8 million cubic meters per annum, while the annual wood demand stands at 62.3 million cubic meters per year thus making a deficit of about 19.5 million cubic meters per year. Illegal harvesting in protection and production forests is contributing to the national annual deforestation rate of 372,000 ha that adds to this deficit of utilized wood.

TFS is managing about 506 forest reserves including 1.4 mil ha of catchment forest; 115,000 ha of mangrove forests; 233,837 ha of nature reserves and 91,606 ha of plantation forests. Forest plantations are the main source of raw materials for wood based industries. The government also administers about 161 forest reserves through Local Government Authorities. On the other hand, the government puts emphasis on Participatory Forest Management (PFM) as a policy approach to effectively manage the unreserved forests under village lands.

Importance of forests

- a) The estimated contribution of forestry to the GDP in 2013 was 3.7%.
- b) Biomass energy constitutes about 92% of the consumed in Tanzania. Charcoal is one of the largest industries in Tanzania, employing tens of thousands of rural people and supplying energy to millions of both urban and semi-urban households.
- c) Forest sector employs about 3% of paid labour and a bigger proportion of people in the informal forest related sector.
- d) The majority of the rural communities depend heavily on forest products for their livelihoods.
- e) Forest supports the health of the watersheds.
- f) About 11% of Tanzania's total export trade comes from the forest sectors. Forests are a source of revenue through sale of wood and non-wood forest products and services.

In recognition of the values of forest resources, Tanzania Forest Services Agency has the responsibility to ensure sustainable management of the forest resources in the country.

Key challenges of sustainable forest management

Despite of the large forest area (55%) and valuable contribution of forests to the economy, deforestation and forest degradation are reducing the value of the forest ecosystems. This is attributed by high demand of forest products and services leading to over-exploitation of forest resources base. The key challenges of SFM include:



- i) Forest encroachment caused by unsustainable conversion of forests to other land uses, shifting cultivation, wild fires, human settlements and heavy grazing of livestock.
- ii) Overdependence on biomass energy providing 92% of energy needs is greatly contributing to degradation of forest resource.
- iii) Weak legal frameworks for promotion of private and community based forest management affect decisions to invest in forestry due to shortage of land; lack of land use plans in the majority village lands and some unclear land and tree tenure; as well as limited incentives.
- iv) Poor infrastructure development in rural areas is impeding development of alternative sources of income generation for forest adjacent communities such as ecotourism.
- v) Markets for non-wood forest products not well developed such that there is over-harvesting of some species thus declining natural forest cover.
- vi) Weak law enforcement on trade of forest products instigates over-exploitation and accelerating forest destruction and degradation.

These key challenges will be addressed by setting effective strategies for SFM based on the National Forest Policy statements, which are implemented through the National Forest Programme and Forest Legislation

2.1.2 Bee Resources

Tanzania has the capacity of 9.2 million bee colonies and potential production of 138,000 tonnes of honey and 625 tonnes of beeswax. The current production is approximately 9,800 tonnes of honey and an average of 625 tonnes of beeswax based on the export data for the period 2010 - 2013. Bee species that produce honey are found in forests, in agricultural lands, tree holes and cavities. Sometimes, bee nests can be found in chimneys, ceiling and other habitats that resembling their nature. There are stinging and stingless bees in varieties of races. The stinging bees found in Tanzania are *Apis mellifera* in the races *Apis mellifera scutellata*, *Apis mellifera litorea* and *Apis mellifera monticola*, while stingless bees are in two genera *Melipona* and *Trigona* species.

Beekeeping is practiced in most rural areas particularly in miombo woodlands of southern highlands, central, west and northern zones. Potential beekeeping regions where bee products are harvested in large quantity are Kigoma, Katavi, Shinyanga, Tabora, Singida, Dodoma, Manyara, Iringa, Njombe, Mbeya and Rukwa.

Hives in use include bark hives in descending rate (not recommended), log hives, top bar hives and frame hives. Bark and log hives are made using local available materials mostly remaining logs after lumbering.

TFS manage six declared bee reserves with total area of 3,973.93 ha. and three proposed bee reserves covering an area of 21,456 ha.

Key challenges of beekeeping include:

- a) Low production per hive associated with low occupancy rate;
- b) Prolonged dry season and change of flowering patterns;
- c) Pests, predators and chemical applications affect bees population;
- d) Lack of appropriate equipment and handling facilities for beekeepers; and
- e) Markets for bee products not well developed.

TFS intends to address these challenges by setting effective strategies for sustainable bee resources management by increasing production of quality bee products and services, based on National Beekeeping Policy, implemented through National Beekeeping Programme and Legislation.



2.2 Institutional Arrangement

The Tanzania Forest Services (TFS) is an Executive Government Agency under the Ministry of Natural Resources and Tourism established under the Executive Agencies Act (Cap. 245, Revised Edition 2002 with its Amendments of 2009) and Establishment Order GN No.269 of 2010 with the mandate of management of national forest and bee resources in a sustainable manner ensuring sustainable supply of various forest and bee products and services.

The Agency Strategic Planning is guided by the National Forest and Beekeeping policies through programmes and legislation. The Vision under the first Strategic Plan read as follows “*A center of excellence in the conservation of forest and bee resources and sustainable supply of quality forest and bee products and services in Tanzania*”. The Mission was “*To sustainably manage the national forest and bee resources in order to contribute to the social, economic, ecological, cultural and spiritual needs of present and future generations*”.

2.3 Roles and Functions

TFS has the following roles and functions:

- a) Establishing and Managing National forest and bee reserves;
- b) Establishing, managing and expanding forest plantations and apiaries;
- c) Managing forest and bee resources in general land;
- d) Enforcing Forest and Beekeeping legislation;
- e) Providing forest and beekeeping extension services;
- f) Develop and manage human resources;
- g) Collecting forestry and beekeeping revenue;
- h) Establishing and safeguarding investments and assets;
- i) Develop, improve and market forest and bee products and services; and
- j) Monitoring and Evaluation of implemented activities.

2.4 Performance Review of the First Strategic Plan

The review covers implementation of the Strategic Plan for two financial years: namely 2011/2012 and 2012/2013. Various initiatives and interventions were employed during implementation in accordance with objectives and targets specified in the Strategic Plan. However, some initiatives to improve performance were also implemented. These include special inspections and patrols, use of improved planting materials in forest plantations, initiation of national Beehive Siting Day, establishment of fire monitoring facility, implementation of NAFORMA, inauguration of International Forest Day and implementation of REDD+ activities addressing climate change and carbon monitoring.

Generally, there were constraints experienced during implementation including inadequate human resources and conflicting interests of different stakeholders in forest management.

OBJECTIVE A: HIV/AIDS infections reduced and supportive services to people living with HIV/AIDS improved

Incidents of HIV/AIDS at workplace reduce productivity and labour force; therefore, in curbing HIV/AIDS pandemic the following achievements were realized:

Achievements: Food and nutrients supplements were provided in order to improve health of 32 staff living with HIV/AIDS; and awareness raising on behavior changes towards reducing HIV infections were attained. This was achieved through awareness workshops on changing behavior and testing for HIV infections involving 1,140 out of 1,665 staff. A total of 53 staff volunteered to test for HIV/AIDS and six staff tested positive.



Constraints

Lack of HIV AIDS strategy

OBJECTIVE B: Sustainable supply of quality forest and bee products enhanced

TFS adopted major forest and bee resources management strategies including capacity building in preparation of resources management plans and quality control; improving forest resource information and management planning; replanting in harvested areas and expansion of forest plantations; gazetting new forest and bee reserves; enforcement and monitoring quality assurance of forest and bee products.

Achievements

1. Technical management tools for guiding SFM were prepared including 14 new and 4 reviewed management plans. In addition 24 maps of forest reserves were produced. A total of 21,791 ha of new plantation areas and 36,654 ha of natural forests were identified for gazettelement. Likewise 20 sites for new bee reserves of about 58,445ha were identified. Also, sustainable livelihoods and enhancement of forest resources base was promoted through Communities support to establish 22 apiaries and provided with 8,339 beehives. Also 2,118 bee colonies were maintained.
2. Resource information for management planning and informed decision making was obtained through National Forest Resources Monitoring and Assessment carried out countrywide by measuring 3,274 clusters. Resurveying and compartmentation was done in 15,240km of forest plantations and in plantation extension areas; and 5 ha of bee reserve was surveyed.
3. Production of quality wood from forest plantations was improved by carrying out several silvicultural activities including raising of 25,210,487 quality seedlings, preparation of 12,328ha of land for planting, replanting in 10,036ha, planting in 5,680ha of new plantation areas, and beating up in 3,451ha. Other silvicultural activities achieved were weeding of 70,151ha, pruning 12,377ha and thinning in 692 ha. Also 1,167 ha of river valleys were rehabilitated.
4. Law enforcement was enhanced through conducting about 288,513 forest patrol days in both forest plantations and natural forests in 7 zones and 3 mangrove areas. A total of 14 eviction events were carried out in forest reserves; and 15 awareness meetings on fire prevention were conducted. Furthermore, protection of plantations was attained by maintenance of 4,874km of fire-lines, 225.5km of forest boundaries and construction of one fire tower. Also 2,939km of boundaries of natural forests within and those bordering plantations were resurveyed and consolidated by installing 749 beacons and 323 signboards.
5. Sustainable harvesting operations were executed by extracting 1,981,652m³ of trees and 4,001 scores of mangroves. A total of 6 tons of honey and 330 kg of bees wax were produced.
6. Quality assurance for honey was attained whereby 102 honey samples from 25 districts were tested. Results indicated that all tested samples were suitable for human consumption.

Constraints

- a) Inadequate capacity to manage forests;
- b) Inadequate natural forests inventory data for management planning and informed decision making;
- c) Conflicting interests of different stakeholders in forest management;
- d) Slow pace of updating policies, laws and guidelines;
- e) No normal forests hence less yield in forest plantations;
- f) Forest Fires, pests and diseases;
- g) Difficulties in land acquisition; and
- h) Overdependence on forest resources as major source of livelihood.



OBJECTIVE C: Stable ecosystems and biological diversity maintained

Protection forests are important habitats for flora and fauna and major watershed areas. Efforts to conserve and manage these forests were implemented to reverse illegal forest activities and unsustainable practices that are reducing forest cover and adversely affecting biodiversity and environmental stability. In addition communities and other stakeholders were facilitated to participate in forest management and conservation through participatory approaches.

Achievements

1. Law enforcement in protection forests was attained through forest boundary consolidation by resurveying 1,796.6km of forests boundary, installation of 354 signboards and 227 beacons, and maintenance of 1430.18km of fire lines/ boundaries; construction of 170.2km of nature/drive trails; 20 maps prepared; review of 4 management plans; and 50 ha of mangroves were assessed to map salt pans registration. In addition, 51,190 patrol days and 1055 patrols and 125 evictions carried out in 7 Nature Reserves and in 65 Forest Reserves as part of law enforcement.
2. About 349ha of degraded areas were rehabilitated in Nature and Forest Reserves and 3,957,562 seedlings were raised and planted.
3. Community awareness on sustainable forest management was raised through conducting 299 fire campaign meetings; 204 radio and 29 TV programs; 7,423 extension materials distributed; and 5 training sessions on use of web based tools for fire detection conducted. Furthermore, National Tree Planting Campaigns were implemented annually during the review period.
4. Participatory forest management was promoted whereby 7 villages were supported with Income Generating Activities (IGAs); 134,960 ha of forest areas identified for PFM; Community development projects in 28 villages were supported; 35 VNRCs trained on CBFM guidelines; 310 VNRCs trained; 145 meetings on PFM; 19 JFM agreements prepared; and 57 JFM agreements endorsed.
5. Wood fuel Action plan was implemented whereby 34 charcoal selling centers were established; four training sessions on improved charcoal kilns conducted and two training sessions on improved stoves carried out.

Constraints

- a) Increased pressure on forest resources use and encroachment;
- b) Insufficiency compliance to rules by charcoal and timber dealers; and
- c) Inadequate framework for Payment for Ecosystem Services (PES) as conservation incentives.

OBJECTIVE D: Institutional capacity to deliver services strengthened

The objective aimed to address challenges facing delivery of goods and services in conservation and management of forest and bee resources. It focuses on financing mechanism; strengthening human resources capacity; and improving working facilities and infrastructure. Also, monitoring and evaluation aimed to track progress on implementation of the Strategic Plan and formed the basis for corrective measures of future planning and progress reviews.

Achievements

1. Total revenue of TZS 125,673,555,337 was realized from sale of forest and bee products and services. This was achieved through enhancement of financing mechanism whereby six special inspection operations on monitoring and control of revenue collection were carried out countrywide; maintenance of 35 revenue collection centers and one IFMS system installed at TFS HQ. Six districts supported to prepare harvesting plans and 52 districts facilitated to conduct Harvesting Committee meetings.

2. Human capacity strengthening for the sector was enhanced through supporting financially three training institutions (BTI, FTI and FITI) and research (TAWIRI) (TZS 680,000,000). Furthermore, 89 staffs were trained on professional and technical long courses and 80 on short courses; training workshops were conducted on revenue collection to 82 staff; OPRAS to 101 staff, M&E to 60 staff Also, statutory allowances were paid to 1,004 staff.
3. Capacity to implement TFS mandates was strengthened through acquisition, running and maintenance of vehicles, heavy plants and equipment including rehabilitation of buildings and forest roads. This included acquisition of 17 motor vehicles, 200 motor cycles, 30 bicycle, 2 tractors and 4 trucks; rehabilitation of 362 buildings, construction of 10 houses. Furthermore, new roads of (160.7 km) and 11,987.5 km of forest roads were constructed and maintained respectively, including construction of 38 and rehabilitation of 28 bridges.
4. Advisory services were provided to TFS through seven MAB meetings; one TFS stakeholders meeting; and workers' council. A monitoring and Evaluation plan was developed and monitoring visits were conducted in seven zones to track progress of execution of Business Plan.
5. Lessons learnt and experiences sharing regarding implementation of international forest, beekeeping and environment related conventions were achieved through facilitation of 48 TFS staff who participated in 67 international fora on climate change, biodiversity, forestry policy implementation, beekeeping development and fire monitoring.
6. Public awareness raising on forest and beekeeping interventions including marketing was achieved through participation to National shows and Trade Fairs including Sabasaba, Nanenane and Honey Shows.

Constraints

- a) Lack of HR development plan;
- b) Insufficient number of staff;
- c) Inadequate working facilities;
- d) Poor infrastructure – buildings, road network and communication;
- e) Inadequate incentive/ remuneration;
- f) High cost of running and maintaining old vehicles and equipment in imposed service providers; and
- g) Inadequate collaboration with other stakeholders.

OBJECTIVE E: Good governance and gender balance enhanced

TFS planned to promote actions that incorporate gender balance and good governance principles to improve delivery and existence of clear and determined public service.

Achievements

Tools for operationalization of practices on governance, accountability and gender issues were put in place including TFS anti-corruption strategy, Client Service Charter initiated and 216 (13%) staffs were trained on ethics and anti-corruption.

Constraints

- a) Organization structure not harmonized; and
- b) Lack of qualified female professionals in the labour market.

2.6 Stakeholders Analysis

The analyses provide details on the type of services offered by TFS to stakeholders and their expectations on the Agency services. **Table 1** – presents summary of key stakeholder analysis.



Table 1: Key Stakeholders' Analysis

NO.	STAKEHOLDER	SERVICE OFFERED	STAKEHOLDERS' EXPECTATION
1	MNRT	<ul style="list-style-type: none"> i) Contribution to government revenue; ii) Implementation of forestry and bee keeping policies through legislation and programmes; iii) Forestry and bee resources information for informed decision-making. 	<ul style="list-style-type: none"> i) Well managed forest and bee resources; ii) Realistic strategic and business plans; iii) Performance reports on execution of TFS mandates iv) Well managed TFS with reliable financial base; v) Contribution to reviews of policies, programmes and legislation.
2	Government -Ministries, Departments and Agencies (MDAs)	<ul style="list-style-type: none"> i) Cooperation in development and implementation of National policies through programmes and legislation ii) Technical advice and guidance on the management of forest and bee resources, iii) Information on forest and bee resources. 	<ul style="list-style-type: none"> i) Harmonized national policies, programmes and legislation ii) Timely and reliable technical support, guidance and advice; iii) Timely provision of information on forest and bee resources. iv) Coordination and collaboration in conservation and sustainable utilization.
3	Local Government	<ul style="list-style-type: none"> i) Technical advice/ guidance on management of forest and bee resources ii) Partnership in implementation of policies and programmes 	<ul style="list-style-type: none"> i) Reliable technical guidance and advice; ii) Collaboration and sustaining the partnership in the implementation of relevant policies, laws, programmes
4	Local Communities	<ul style="list-style-type: none"> i) Extension services in resources management and utilization; ii) Support to livelihood and IGAs 	<ul style="list-style-type: none"> i) Timely provision of services ii) Improved livelihood; iii) Cost and benefit sharing in resources management and use
5	Forest based Industries	<ul style="list-style-type: none"> i) Information on resource base ii) Technical advice in the development of wood industries iii) Information on investment opportunities and markets iv) Supply of raw materials 	<ul style="list-style-type: none"> i) Reliable supply of quality raw materials, ii) Affordable raw materials. iii) Collaboration and sustaining the partnership in the establishment of plantations
7	Research Institutions and Researchers	<ul style="list-style-type: none"> i) Guidelines and Technical support ii) Stable forest ecosystems, iii) Information on forest and bee resources, iv) Access to forests and bee reserves, v) Employment. vi) List of research topics 	<ul style="list-style-type: none"> i) Timely issue of permits ii) Promptly response and easy access to information iii) Technical and financial support iv) Collaboration and partnerships v) Timely provision of information on forest and bee resources.
8	Traders of Forest and Bee Produce/Products	<ul style="list-style-type: none"> i) Guidelines and Technical support on trade of forest and bee products and services, ii) Stable forest ecosystems, iii) Information on forest and bee resources, iv) Access to forests and bee reserves, v) Licenses and Permits for forest and bee products and services. 	<ul style="list-style-type: none"> i) Timely issue of permits and sanitary certificates, ii) Improve production in terms of Quantity and Quality iii) Prompt technical advice and reliable marketing information for their products, iv) Quality assurance and monitoring system



NO.	STAKEHOLDER	SERVICE OFFERED	STAKEHOLDERS' EXPECTATION
9	Bee- Based Industries	<ul style="list-style-type: none"> i) Stable forest ecosystems, ii) Technical advice in the development of bee industries, iii) Market information and promotion of products. iv) Promotion of bee products v) Quality assurance services 	<ul style="list-style-type: none"> i) Timely issue of permits and sanitary certificates ii) Participation in management of forests and bee resources, iii) Prompt technical advice and reliable marketing information for their products.
10	TFS Staff	<ul style="list-style-type: none"> i) Skills development, ii) Good leadership, iii) Employment contracts, iv) Remuneration, v) Adequate working facilities, vi) Procedures and guidelines on employment services. vii) Terminal benefits 	<ul style="list-style-type: none"> i) Conducive working environment ii) Better remuneration based on output-oriented performance, iii) Job security, iv) Recognition
11	Policy/Decision makers	<ul style="list-style-type: none"> i) Information on forest and bee resources 	<ul style="list-style-type: none"> i) Transparency and accountability in management of resource, ii) Well managed forest and bee resources
12	International Organisations/ Development Partners (DPs)	<ul style="list-style-type: none"> i) Information on forest and bee resources, i) Cooperation in development and implementation of National policies through programmes and legislation ii) Partnerships in implementation programmes and projects iii) Performance reports and proceedings, 	<ul style="list-style-type: none"> i) Opportunities for cooperation i) Compliance to International, Regional and National obligations; ii) Realistic strategic and business plans that cater for both national needs and international obligations iii) Good governance and adherence to human rights iv) Easy access to accurate information.
13	Civil Society	<ul style="list-style-type: none"> i) Partnerships in implementing forest and beekeeping programmes, ii) Mobilisation of stake holders Technical and financial support in delivery of forestry and beekeeping services 	<ul style="list-style-type: none"> i) Compliance to Regional, International and National obligations, ii) Easy access to accurate information.
14	Tanzania Forest Fund	<ul style="list-style-type: none"> i) Collection of revenue ii) Monitoring of activities and projects 	<ul style="list-style-type: none"> i) Sharing of revenue ii) Collaboration in implementation of projects
15	Academia	<ul style="list-style-type: none"> i) Sponsorship of studies and research projects ii) Issuing research permits iii) Technical Support 	<ul style="list-style-type: none"> i) Consultations and advisory ii) Recruitment of new professional staff
16	Private Sector	<ul style="list-style-type: none"> (i) Information on forest and bee resources, (ii) Partnerships in implementation programmes and projects (iii) Information on Opportunities for Investment. (iv) Technical Support. 	<ul style="list-style-type: none"> i) Easy access to accurate information. ii) Collaboration to enhance implementation of environmental issues. iii) Realistic strategic and business plans with attention on participation of Private Sector. iv) Participation in management of forests and bee resources. v) Opportunities for cooperation. vi) Public-Private-Partnership (PPP).



2.7 SWOC Analysis

The Strengths, Weakness, Opportunities and Challenges (SWOC) analysis determines the internal and external factors that influence TFS's implementation process. Specifically it evaluates the Strengths, Weakness, Opportunities and Challenges involved in implementation process. The analysis has significant impact in identifying strategies for effective implementation of the TFS functions. **Table 2** summarizes SWOC.

Table 2: SWOC Analysis

No	Criteria	Strengths	Weaknesses	Opportunities	Challenges
1.	Leadership	<ul style="list-style-type: none"> i) Committed and experienced Leadership, and ii) Good working relationship with staff and stakeholders 	<ul style="list-style-type: none"> Inadequate skills in leadership and business management. 	<ul style="list-style-type: none"> i) Existing leadership training institutions, ii) On-going public service reforms, iii) Existence of Leaders from other organs eg. R & LA, NGOs, Religious institutions etc. 	<ul style="list-style-type: none"> Conflicting mandates in directing the implementation of sector laws and policies
2.	Human Resource	<ul style="list-style-type: none"> i) Well trained technical staff and professionals ii) Well established Duties and responsibilities 	<ul style="list-style-type: none"> i) Inadequate human resource to manage the forest and bee resources ii) Delayed staff promotions iii) Lack of incentive scheme iv) Lack of TFS of scheme of service v) Lack of succession plan 	<ul style="list-style-type: none"> i) Existence of training institutions for professional staff, ii) Availability of human capital in the labour market iii) On-going public service reforms, iv) Existence of institutions ready to support staff in areas such as incentive schemes eg provision of soft loans by banks and SACCOS, v) Existence of professionals/ technical staff from other institutions eg Regional and Local Government Authorities NGOs who can execute some tasks. 	<ul style="list-style-type: none"> i) Lack of scheme of service for certain critical post in the management of forest resources, ii) HIV and AIDS pandemic , iii) High deductions (taxes) from salaries and other statutory benefits. iv) Red-tape in employment process v) Uneven age class for staff that affects smooth succession to all cadres
3	Infrastructure	<ul style="list-style-type: none"> i) Existing TFS buildings (Offices, staff houses, store, rest houses) at HQ and in outer stations; and ii) Vehicles, equipment and plants. 	<ul style="list-style-type: none"> i) Old and inadequate buildings ii) Old and inadequate vehicles, equipment's and plants iii) Poor forest road networks 	<ul style="list-style-type: none"> i) Existence of external financing arrangements ii) Existing procurements iii) Sharing of infrastructures with other institutions. 	<ul style="list-style-type: none"> i) Inadequate financial resources to put up new infrastructure; and ii) High cost of maintaining the infrastructure. iii) Lack of full mandate on TFS assets



No	Criteria	Strengths	Weaknesses	Opportunities	Challenges
4.	Processes	i) Existence of Forest and bee resources management plans. ii) Existence of guidelines and manuals	i) Absence and/ or outdated Forest Management Plans for some forests; ii) Limited access to reliable data on the state of forest and Bee resources iii) Centralized export licensing procedure	i) On-going public reforms; and ii) Availability of different technologies. iii) Power to suggest amendment to establishment order/ framework document iv) Existence of national, regional and international fora on forestry and beekeeping	i) Bureaucratic procedures for recruitment and Procurement ii) Weak customer involvement and participation in the sector. iii) Long procedures in gazzetedetement of laws.
5.	Policies, Laws and structures	i) Legal and Regulatory Frame Work in place (existing Forest and Beekeeping policies, Acts, guidelines, regulations and other related policies and legal instruments); and ii) Existing NFBKP as a guideline for forest and bee resource management.	i) Lack of Kiswahili version of forest and beekeeping Acts and regulations ii) Limited awareness on existing legal and regulatory framework and iii) Inadequate sensitization on Forest and Beekeeping policies, Act and regulation. iv) Weak enforcement of forest laws, regulations, policy, guideline and v) Outdated clauses in forest and beekeeping laws.	i) MNRT strategic plan and other guidelines; and ii) Executive Agency Act, Public Service Act,	i) Unforeseen Changes in Policies and priorities; and resources to develop and enforce some of the Acts, ii) Policies and Acts are not harmonized
6.	Technology	Presence of some staff to cope with technological changes.	i) Existence of staff who cannot cope with Technological changes; ii) Outdated technology; and iii) Limited resources to support technology change.	i) Availability of technologies in the market. ii) Existence of e-GA iii) Availability of HR information management system	i) Geographical locations of some of the Agency's offices hinder communication ii) Limited power supply <ul style="list-style-type: none"> • Wide coverage of the Agency; • Poor wood and honey processing technologies; High cost of technology. iii) Insecure government information iv) High pace of changing technology



No	Criteria	Strengths	Weaknesses	Opportunities	Challenges
7.	Financial Resource	<ul style="list-style-type: none"> i) Existing mechanism of revenue collection; and ii) Existence of Forest and Bee products and services as revenue source iii) Existence of LMDA iv) Existence of revenue collection and expenditure account v) Existence of TFS accounting manual 	<ul style="list-style-type: none"> i) Inadequate HR capacity to implement financial management systems; ii) Leakage of revenue iii) Lack of data to capture true GDP of the sector to the economy. iv) Unidentified and untapped revenue sources 	<ul style="list-style-type: none"> i) Availability of Development Partners ii) Availability of financial institutions iii) Payment for environmental services; iv) Investment potential v) Availability of revenue resource base; vi) Value addition on forest and bee products. vii) Availability of international environment funds. 	<ul style="list-style-type: none"> i) Unreliable flow of funds and inadequate financial resources; ii) Lack of cost and benefit sharing mechanism, iii) Absence of financial autonomy. iv) conflicting legal frameworks v) Strict conditions for accessing environment funds
8	Forest and Bee resources/ products.	<ul style="list-style-type: none"> i) Existence of Vast forest areas and bee resources (Reserved and unreserved areas) ii) Areas rich in biodiversity 	<ul style="list-style-type: none"> i) Unsustainable utilization and supply of forest and bee products; ii) Poor quality products; and iii) Not well managed resources. 	<ul style="list-style-type: none"> i) Reliable and growing market; and ii) Diversity of products. 	<ul style="list-style-type: none"> i) Ensuring sustainable supply of quality forest and bee product; ii) Illegal harvesting and unsustainable utilization; iii) Frequent fires; iv) Deforestation and Forest Degradation; v) Managing vast and fragmented areas of forest land; and vi) Competition in land use. iv) Existence of unfaithful stakeholders mostly business people who can convince/ collude with staff for violation of law, rules and regulations vii) Absence of bee resources feasibility study viii) Change of forest land use without adhering to lawful procedure



No	Criteria	Strengths	Weaknesses	Opportunities	Challenges
9	Data and Information.	<ul style="list-style-type: none"> i) Existence of forest and bee resources data (NAFORMA, NAFOBEDA database) ii) Presence of skilled staff on data and information management. iii) Existence TFS website and domain 	<ul style="list-style-type: none"> i) Inadequate of data analysis capacity ii) Limited periodic resources assessments; iii) Inadequate equipment and facilities to enable management of reliable data; iv) Inadequate research findings to guide forest and beekeeping developments; v) Lack of information management centre; and vi) Inadequate utilization of data on monitoring and evaluation of activities implementation 	<ul style="list-style-type: none"> i) Presence of Academic, Research institutions and community that produce data and information. ii) Existence of national carbon monitoring centre iii) Existence of national website 	<ul style="list-style-type: none"> i) Unreliable flow of funds and inadequate financial resources; and ii) Poor accessibility of information, iii) Data unreliability.



1.8 Critical Issues

Summary of critical issues arising from situational analysis

- a) Lack of TFS HIV/AIDS strategy;
- b) Low quality of forest and bee products;
- c) Inadequate use of forest and bee waste products;
- d) Inefficient processing technologies for forest and bee produce;
- e) Lack of marketing strategy;
- f) Overdependence on forest resources as major source of livelihood;
- g) Inadequate capacity to manage forests;
- h) Inadequate Community Support Programme;
- i) Absence of HR development Programme;
- j) Organization structure not harmonized, Poor infrastructure and management of assets;
- k) High cost of running and maintaining vehicles and equipment in imposed service providers; and
- l) Limited compliance to Good Governance and Gender Issues.



CHAPTER THREE**3.0 THE PLAN**

Development of the second Strategic Plan came up with some initiatives to overcome constraints or challenges experienced in order to attain future desirable achievements based on the experience gained from the first Plan. Three core objectives of TFS functions were reformulated whereas the two previous crosscutting objectives were maintained with little amendments.

3.1 Vision

To be a centre of excellence in sustainable management of forest and bee resources.

3.2 Mission

To sustainably manage the national forest and bee resources through conservation, development and utilization in order to contribute to the social, economic, ecological and cultural needs of present and future generations.

3.3 Core Values

In pursuit of the vision and mission, TFS is guided by the following core values:

- a) **Professionalism:** To provide high quality services based on best practices and experience; maintain the highest degree of expertise and ethical standards, building value added relationships with customers and stakeholders to deliver quality goods and services;
- b) **Efficiency and Effectiveness:** To ensure timely implementation of plans and programmes so as to achieve the desired objectives stipulated in the SP, to value and use public resources entrusted in an economic, efficient and effective manner;
- c) **Transparency and Accountability:** To undertake duties equitably, carefully, openly and responsible to stakeholders/customers;
- d) **Integrity:** Strive to operate to the highest standard of competence, truthfulness and openness;
- e) **Confidentiality:** Determined to treat customers and each other with trust, secrecy and honesty. As a public institution staff will not seek or accept gifts, favours or inducements in terms of financial or otherwise in the course of discharging duties;
- f) **Customer Focus:** To provide goods and services and treat customers and colleagues as the centre of emphasis;
- g) **Creativity and innovation:** Encourage inventiveness and modernism leading to improve performance; and
- h) **Teamwork:** Benefiting from collective obligations by putting together diverse expertise and experiences to achieve success.



3.4 Objectives

3.4.1 Objective A: HIV/AIDS infections reduced and supportive services to staff living with HIV/AIDS improved

Justification

Tanzania Forest Services Agency like other institutions is facing the challenge of HIV/AIDS pandemic, which is affecting the Agency's productivity and efficiency. TFS pursue to increase efficiency in service delivery by using its strong and dedicated staff. However, TFS lacks an HIV/AIDS strategy and committee to address loss of human resource as a result of long illness and deaths. Implementation of this objective will involve activities related to developing institution HIV/AIDS strategy; creating awareness, encourage voluntary testing and provision of support to staff living with HIV/ AIDS.

Strategies

- a) Develop and operationalize TFS strategy for HIV/AIDS

Targets

1. Care and supportive services for staff living with HIV/AIDS provided by June, 2019
2. New infections on HIV/AIDS pandemic reduced to zero by June, 2019

Key Performance Indicators (KPIs)

- i) Rate of infection
- ii) Percentage change in staff supported

3.4.2 Objective B: Good governance and Gender balance enhanced

Justification

Tanzania is undertaking measures to ensure that good governance prevails at all levels. Due to low level of compliance to rules and regulation, TFS is experiencing challenges in managing and utilizing forest and bee resources. TFS objectives depend on transparency, accountability and adherence to ethics and rule of law, which are attributes of good governance. Likewise, forestry and beekeeping have been regarded as men's job thus leading to gender imbalance.

In order to enhance participation and increase efficiency and accountability, TFS has planned to promote actions that will incorporate gender balance and good governance to ensure national strategies on anti-corruption and gender are fully operationalized. Compliance to laws, regulations and guidelines will be addressed. This objective will involve activities such as law enforcement, training on ethics, development of guidelines, conflicts management, developing mechanisms for gender issues and customer care.

Strategies

- a) Increase awareness and compliance on laws, regulations and guidelines; and
- b) Streamline national gender strategy in TFS.

Targets

1. TFS anti-corruption strategy operationalized by 70% by June, 2019
2. Compliance to laws, regulations and guidelines attained by 90% by June 2019
3. Gender balance mainstreamed by 20% by June, 2019

Key Performance Indicators (KPIs)

- i) Level of compliance to rules and regulations
- ii) Ratio of female to male employees in all functions



3.4.3 Objective C: Institutional capacity to deliver services strengthened

Justification

The current human resources managing forest and bee resources are inadequate both in numbers and qualification. Delivery of goods and services to customers, conservation and management of forest resources are also not performed efficiently due to inadequacy of financial base and management systems, which includes Financial Management, Monitoring and Evaluation (M&E), Communication, Management Information, Open Performance Review and Appraisal, Planning and Budgeting Systems. Likewise, TFS has inadequate and unreliable working facilities, utilities and infrastructure as well as management of its assets.

TFS must build its capacity and have a well-established financial base in order to meet its budgetary obligations efficiently for resources development and management. This objective will include activities such as training, recruiting competent staff and provide working gears and facilities, identifying and developing new sources of revenue and involve other stakeholders in the resources management. Other efforts will be directed in applying market forces in setting prices and fees for forest goods and services, developing procedures for evaluating forest products, training revenue collection staff on evaluating forest products and sensitizing stakeholders on regulations and procedures for accessing forest and services.

Strategies

- a) Enhance human resource development;
- b) Strengthen management of infrastructure and assets;
- c) Strengthen and operationalize sustainable financing mechanisms for TFS;
- d) Promote stakeholder participation on resources management; and
- e) Strengthen international cooperation on matters relevant to forest and bee resources development.

Targets

1. Human resources development plan developed and implemented by June 2017
2. Property management plan developed and implemented by June, 2019
3. Performance management Systems operationalized by June 2017
4. Office working facilities, equipment and utilities attained by 100% by June 2019.
5. Provision of Institutional and Staff Statutory attained annually by June 2019
6. Communication strategy developed and implemented by June 2019
7. Financial management Information systems operational at all levels by June 2019
8. Revenue collected increased by 15% by June 2019
9. Investment plan developed and implemented by June 2019
10. Integration of international agreements and opportunities in forest and beekeeping operations attained by June 2019

Key Performance Indicators (KPIs)

- i) Percentage change in revenue
- ii) Level of customer satisfaction
- iii) Level of productivity

3.4.4 Objective D: Forest and bee resource base and ecosystem improved

Justification

Forest and bee resource base and ecosystem are important aspects in socio-economic and ecological status of the present and future generations. However, forests and bee resources are not managed sustainably which has led to low productivity and insufficient tree improvement programme. Currently, illegal activities and unsustainable forest practices are reducing forest cover, causing environmental degradation and instability. There is over-exploitation of forest resources due to high demand arising from growing population.



Effective management of the resource base will eventually pave way to conservation, stable ecosystems inclusive biodiversity and sustainable supply of products and services.

Strategies

- a) Increase forest and bee resource base;
- b) Strengthen management of forest and bee resources;
- c) Enhance biodiversity conservation; and
- d) Promote involvement of private sector in resources management.

Targets

1. 200 forest and 20 bee reserves management plans developed by June 2019
2. All forests and bee reserves managed by June 2019
3. Community Support Programme developed and implemented by June 2019
4. 50,000 ha of new forest plantations established June 2019
5. 100,000 ha of new natural forest reserves and 25,000 ha of bee reserves established by June 2019
6. Seven queen rearing centres established in zone by June 2019
7. Wood fuel action plan implemented June by 2019
8. Forest and bee resources assessed and mapped by location by June 2019

Key Performance Indicators (KPIs)

- i) Percentage change in forest cover
- ii) Change in forest land area
- iii) Change in quantity of forest and bee products
- iv) Level of customer satisfaction

3.4.5 Objective E: Utilization of Quality forest and bee products enhanced

Justification

Studies indicate that there is unsustainable utilization of forest and bee resources. Low quality products, inefficient use of byproducts and processing technologies of forest and bee product leads to overharvesting, over dependency on biomass source of energy and low quality of bee products. Other factors include limited access to information and insufficient awareness on the importance of forest and bee resources and benefits. Likewise, demand for quality bee products to meet the domestic and export market is high therefore there is a need to increase production and marketing of quality bee products in order to meet demand and International standards. The Agency plans to address the said challenges through following strategies:

Strategies

- a) Promote efficient use forest and bee products and services; and
- b) Ensure quality of forest and bee products and services.

Targets

1. Lesser known tree species identified and promoted by June 2016
2. Diversification of forest and bee products promoted by 15% by June 2019
3. Marketing strategy developed and implemented by June 2019
4. Traceability mechanism on honey developed and implemented by June 2018
5. Assurance of forest and bee products standards attained by 40% by June 2018

Key Performance Indicators (KPIs)

- i) Level of customer satisfaction
- ii) Percent of products meeting specification
- iii) Change of product types



CHAPTER FOUR**4.0 RESULT FRAMEWORK****4.1 Purpose and Structure**

This Chapter on Results Framework intends to show how the results envisioned in the Tanzania Forest Services (TFS) Agency Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. The Results Framework shows the overall Development Objective which is basically the overall impact of TFS's activities; the beneficiaries of TFS; how its objectives are linked to MKUKUTA II Clusters and goals under the clusters; Results Chain; the Results Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

Generally, this Chapter articulates how the various interventions to be undertaken in the course of the Strategic Planning Cycle, will lead to the achievement of the Development Objective, the manner in which various interventions be monitored, the reviews that will be undertaken over the period, types of evidence based evaluation studies that will be undertaken to determine whether or not the interventions have led or are leading to the achievement of the intended outcomes. This Chapter also provides a basis on how the indicators and progress of the various interventions will be reported and to which stakeholders.

4.2 Development Objective

The overriding development objective of Tanzania Forest Services Agency is to sustainably manage forest and bee resources and ensure sustainable supply of forest and bee products and service. The overriding Development Objective represents the highest level of results envisioned by TFS. However, other key players also significantly contribute towards the achievement of this Development Objective. The achievement of this Development Objective, among others, will be influenced by staff and management commitment, financial resources available, demand for accountability by the citizens, as well as TFS capacity at both strategic and operational levels.

4.3 Beneficiaries of Tanzania Forest Services (TFS)

TFS is comprised of two levels of beneficiaries of services. The first level consists of direct beneficiaries of the services offered by TFS. These include adjacent forest communities, forest and bee products dealers, forest industries, processors and Government at large. The second level of beneficiary consists of the entire public. TFS strives to implement strategies and laws that will ensure conducive environment for effective management and utilization of forest and bee resources for national development.

4.4 Linkage with National Planning Frameworks

This Strategic Plan has five (5) Objectives, which contribute to Development Vision 2025 through NSGRP II, National Forest and Beekeeping Policies, the National Five Years Development Plan, Big Result Now, the Ruling Party Election Manifesto. Furthermore, the Plan will address implementation of forest related international treaties that Tanzania is a party.

4.5 Results Chain

TFS Results Chain consists of outcomes, outputs, activities and inputs, which broadly contribute to development objective. A combination of the objectives and targets in the Strategic Plan and Activities and Inputs in the Business Plan forms TFS Results Chain. The basic assumption is that, there is causal linkage in the various elements of TFS Results Chain. The inputs i.e. utilization of resources (forest and bee resources, financial and assets; and human resource) will lead to implementation of activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives.



Achievement of TFS development objective in the medium term will contribute to the achievement of NSGRP II and the National Five Years Development Plan as well as Big Result Now. This chain of results will justify TFS's use of retention fund in the various interventions and thus contribute to the development of the country through improved management and utilization of forest and bee resources.

4.6 Results Framework Matrix

This matrix contains TFS overall Development Objective, Objective Codes, Medium Term Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives. It should be noted that achievement of TFS Development Objective will be contributed by other actors and players, and may not be completely attributed to interventions under this Strategic Plan. The Results Framework Matrix is detailed in **Table 3**.



Table 3: Results Framework Matrix

Development Objective	Objectives Codes	Medium Term Objectives	Intermediate Outcomes	Outcome Indicators
Enhanced contribution of forest and bee resources to the national development	A	HIV/AIDS infections reduced and supportive services to staff living with HIV/AIDS improved	i) Increased productivity ii) Reduced infections	i) Rate of infection ii) % Change in staff supported
	B	Good governance and Gender balance enhanced	i) Reduced leakage of revenue ii) Reduced complaints iii) Increased integrity iv) Increased number of women in all levels	i) Level of compliance to rules and regulations ii) % Change in gender composition in all functions
	C	Institutional capacity to deliver services strengthened	i) Improved service delivery ii) Increased revenue iii) Achieved value for money iv) Improved work environment v) Increased employment	i) % Change in revenue ii) Level of customer satisfaction iii) Audit opinion
	D	Forest and bee resource base and ecosystem improved	i) Increased Stock ii) Increased forest and beekeeping area iii) Increased Ecosystem services iv) Increased biodiversity	i) % change in forest cover. ii) Change in forestland area. iii) Change in volume of forest products. iv) Change in stock of bee products v) Level of community participation in the management of forest and bee resources
	E	Utilization of Quality forest and bee products enhanced	i) Increased use of appropriate technologies ii) Increased volume of sales of forest and bee product iii) Increased varieties of products	i) Rate of adoption technology ii) % change in quality of forest and bee produce

4.7 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years strategic planning cycle from 2014/15 to 2018/19.

4.7.1 Monitoring Plan

The Monitoring Plan consists of indicators, indicator description, baseline, indicator target values, data collection and methods of analysis, indicator reporting frequencies and the officers who will be responsible for data collection, analysis and reporting. Though 15 outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis. The Monitoring Plan is detailed in **Table 4**.



Table 4: Monitoring Plan

S/N	Indicator & Indicator Description	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			
1	Rate of infection <i>The indicator intends to measure decrease in new infection</i>	July 2011	12.7%	1.1%	1.1%	1.1%	1.1%	1.1%	HR annual report	Review of Clinical report	Biannual	HR annual report	Annually	DBSS
2	% Change in number of staff supported <i>The indicator intends to measure % increase in infected staff registering for support</i>	July 2013	15.6	50%	70%	80%	90%	100%	HR annual report	Review of HR reports	Biannual	HR annual report	Annually	DBSS
3	Level of compliance to rules and regulations <i>Intends to measure the decrease in number of law violation events.</i>	June, 2013	30%	35%	40%	45%	50%	60%	Performance and Audit Reports	Surveys,	Quarterly	Reports	Quarterly	HoLSU
4	Ratio of female and male employees in all functions <i>Intends to measure the increase of Female to male ratio at all levels.</i>	June, 2013	24%	25%	26%	27%	29%	30%	HR Reports	Review of Reports	Quarterly	Reports	Annually	DBSS
5	% change in revenue <i>This indicator intends to measure increase in total income</i>	June 2014	50%	10%	10%	10%	10%	10%	Financial report	IFMs , RCCB	Monthly	Monthly return reports	Monthly	DPRU
6	Level of customer satisfaction <i>This intends to measure proportion of customer who are satisfied with our services</i>	July 2014	50%	60%	70%	75%	80%	85%	Customer surveys	Questionnaire	Annually	Survey reports	Annually	DBSS
7	Level of productivity <i>This intends to measure efficiency to deliver</i>	June 2012	50%	75%	80%	90%	95%	100%	Performance reports	Review of monitoring reports	Annually	Reports	Annually	CA
8	% Change in forest cover <i>This indicator intend to measure increase in forest stock and cover</i>	July 2010	23.3 million Ha.	3%	3%	3%	3%	3%	NAFORMA	Forest survey and inventory	Every five years	Forest survey and inventory reports	Every five years	DRM
9	Change in forest land area <i>This indicator intend to measure new acquired areas for forest and beekeeping</i>	June 2014	15.4 million Ha	80,000 Ha	25,000 Ha	25,000 Ha	25,000 Ha	20,000 Ha	Plantations and Zones	Survey and mapping	Annually	Reports Maps GN	Annually	DRM



S/N	Indicator & Indicator Description	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			
10	Change in quantity of forest products <i>This indicator intend to measure cumulative increase in stock of forest</i>	2012	65.0 million m ³	66.0 million m ³	67.0 million m ³	68.0 million m ³	69.0 million m ³	70.0 million m ³	NAFORMA	Forest Inventory	Every five years	Forest inventory reports	Every five years	DRM
11	Change in quantity of bee products <i>To measure increase in production of bee products</i>	2008	7 kg of honey per hive			10 kg of honey per hive			Value chain of Honey	Study	Twice in every two years	Study	Twice in every two years	DRM
12	Level of customer satisfaction in resource base <i>This indicator intend to measure extent of support and intended output</i>	June 2014	TZS 2.5 bn allocated.	TZS 2.7bn	TZS 3bn	TZS 3.5 bn	TZS 3.7 bn	TZS 4.1 bn	Zonal offices	Surveys	Annually	Maps District Land register	Annually	DRM
13	Level of customer satisfaction in supply of products <i>This indicator intends to measure quality and quantity of forest and bee products in the market</i>	June 20 14	50%	10%	10%	10%	10%	10%	Plantations and Zone	Survey	Annually	Annual performance Report	Annually	DPRU
14	Percent of products meeting specifications <i>This indicator intends to measure compliance to products specifications and standards.</i>	2006	20%	10%	10%	10%	10%	10%	Export Reports Plantations and zones	Surveys, Check point register	Quarterly	Performance reports	Quarterly	DPRU
15	Change of Product types <i>This intends to measure types of new forest and bee products in the market</i>	2014							Survey Reports	Market surveys	Biannual	Reports	Annually	DPRU



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** summarizes Review Meetings.

Table 5: Review Meetings

S/N.	Type of Meeting	Frequency	Designation of the Chairperson	Participants
	MAB	Quarterly	MAB Chairperson	Chairperson MAB members Secretariat
	MAB Committees	Quarterly	MAB Committees Chairperson	MAB committee members TFS staff committee members
	Audit Committee (Internal)	Quarterly	Audit Committee Chairperson	Audit Committee Members
	Auditing (External) – entry and exit	Annually	Chief Executive	Management team External Auditors
	Staff Meeting	Quarterly	Directors, HOU and Zonal / Plantation managers	Staff
	Workers Council	Bi annual	Chief Executive	Council members
	Annual Meeting	Annually	Chief Executive	Chief Executive, Directors, HOU, HOS, Zonal and Plantation Managers, Key stakeholders
	Business Planning and Budgeting	Annually	DPRU	Planning and Budgeting team
	Strategic Planning	Fourth year	DPRU	Chief Executive, Directors, HOU, HOS, Zonal/ Plantation Managers Planning and Budgeting team
	Management meeting	Quarterly	CE	HQ Management team
	Management meeting	Quarterly	Zonal/ Plantation managers	Zonal/ Plantation Management teams
	Technical Meeting	Quarterly	CE	Technical Committee members
	Tender Board	Monthly	Tender Board Chairperson	Tender Board members
	Performance Review Meeting	Quarterly	DPRU	Planning and Budgeting team



4.7.2.2 Planned Milestone Reviews

A total of ten formal reviews will be conducted during the Strategic Planning Cycle and will involve carrying out five mid-year reviews and five annual reviews. These reviews will track progress implementation of the milestones and targets on semi-annual and annual basis. A total of 47 milestones will be tracked during the period of five years.

During the first year of the implementation 2014/2015, the review will focus on determine performance of planned activities towards achievement of targets and find out they are on or off track or at risk. The reviews will base on 19 pre planned milestones that will track any changes in relation to outputs realized challenges and lessons learnt over the period and to what extent the outputs are contributing to the achievement of objectives. The results of the reviews will form the basis for adjustment of the Strategic Plan when deemed necessary.

A total of 28 reviews will be undertaken during the second year, third, fourth year and fifth year of the implementation of the Plan. Respective Directors and Head of Units will lead the entire review process. The specific planned reviews; milestones, timeframes and the responsible Directorates are detailed in

Table 6.

Table 6: Planned Milestone Reviews

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2014/15	Two Reviews per annum	Business plans prepared and approved	March, 14	DPRU
		HIV/AIDS strategy developed	Sep 14	DBSS
		20 Forest management and 2 bee reserves plans prepared	Jun-15	DRM
		TFS ant-corruption strategy prepared	Jun-15	DBSS
		Property management plan developed	Dec-14	DBSS
		Integrated Financial Management System Extended to 2 zones and 2 plantation offices	Jun-15	CA
		Procurement plan developed	June -14	PMU
		Investment plan developed	Jun-15	DPRU
		Guidelines for community support prepared	Jun-15	DRM
		10,000 ha of new forest plantations established	Jun-15	DRM
		20,000 ha of new natural forest and 5,000 ha of bee reserves established	Jun-15	DRM
		Wood fuel action plan developed	Jun-15	DPRU
		Market strategy developed	Jun-15	DPRU
		Traceability mechanism on honey developed	Jun-15	DRM
		Integrated Forest management system installed	June -15	DRM
		Human resource development plan developed	June 15	DBSS
		Staff regulations developed	Dec 14	DBSS
		Incentive scheme	Dec 14	DBSS
		Communication strategy developed	Dec -!4	DRM



Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2015/16	Two Reviews per annum	Business plans prepared and approved	March, 2015	DPRU
		20 Forest management and 2 bee reserves plans prepared	Jun-15	DRM
		10,000 ha of new forest plantations	Jun-16	DRM
		20,000 ha of new natural forest and 5,000 ha of bee reserves established	Jun-16	DRM
		Study on lesser known species conducted	Jun-16	DRM
		2 Bee- products collection centre established	Jun- 16	DPRU
		Integrated Financial Management System Extended to 2 zones and 2 plantation offices	Jun-16	CA
2016/17	Two Reviews per annum	Business plans prepared and approved	March-17	DBSS
		Forest royalty fees and selling prices of bee products in TFS Apiaries reviewed	Jun-17	DPRU
		Seven queen rearing centres established	Jun-17	DRM
		20 Forest management and 2 bee reserves plans prepared	Jun-17	DRM
		10,000 ha of new forest plantations	Jun-17	DRM
		Integrated Financial Management System Extended to 2 zones and 2 plantation offices	Jun-17	CA
		20,000 ha of new natural forest and 5,000 ha of bee reserves established	Jun-17	DRM
		2 Bee- products collection centre established	Jun-17	DPRU
2017/18	Two Reviews per annum	Business plans prepared and approved	March, 2017	DPRU
		20 Forest management and 2 bee reserves plans prepared	Jun-18	DRM
		2 Bee- products collection centre established	Jun-18	DRM
		10,000 ha of new forest plantations	Jun-18	DRM
		20,000 ha of new natural forest and 5,000 ha of bee reserves established	Jun-18	DRM
		Integrated Financial Management System Extended to 1 zones and 3 plantation offices	Jun-18	CA
		Swahili versions of Laws and regulations in place	Jun-18	HLSU



Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2018/19	Three Reviews per annum	Business plans prepared and approved	March, 2019	DPRU
		20 Forest management and 2 bee reserves plans prepared	Jun-18	DRM
		10,000 ha of new forest plantations	Jun-19	DRM
		20,000 ha of new natural forest and 5,000 ha of bee reserves established	Jun-19	DRM
		Integrated Financial Management System Extended to 6 plantation offices	Jun-19	CA
		2 Bee- products collection centre established	Jun-19	DPRU

2.7.2.3 Rapid Appraisals

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 7**).

Table 7: Rapid Appraisal

SN	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Unit/section
1	Inventory of TFS assets	This study intend to obtain status of TFS assets	What is the Legal ownership of the assets What is the current condition of the assets? How much assets are required	Survey	Once a year	PSU
2	Potential of Plantations to supply raw material to wood based industries	This study intends to assess the extent of TFS plantations to supply raw material to wood based industries	What is the age structure of the forest plantations What is the demand of wood based raw material in the country What is the capacity of plantations to supply of raw material	Survey	Annually	DRM
3	Extent of community participation forest and bee resources management	This study intends to measure the level of adoption of sound management practice of forest and bee resources by communities	What is the proportion of communities adopting best management practices? What is the benefit accrued by communities from forest and bee resources	Survey	Once per year	DRM



SN	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Unit/section
5	Level of TFS staff voluntarily testing for HIV/AIDS	This study intends to identify the best approach to enhance voluntary testing	What is the number of TFS staff tested in HIV/AIDS? What are reasons for not testing? What are reasons for not changing behavior?	Survey	Twice per year	DBSS
6	Exploration of other revenue sources/ Investments	This study intends to :Identify new revenue sources/ investments; To suggest ways of preventing leakages	What are the new revenue sources What are the potential investment areas What are potential partnerships areas What is the best pricing mechanism How can revenue leakages be controlled	Survey, desk study	Once in two years	DPRU
7	Alternative IGAs for forest adjacent communities	This study intends to identify relevant Alternative Income Generating Activities for Forest Adjacent Communities	What benefits are accrued from the forest? What are the opportunities that community forego/ sacrifice for not using the forest resource from the forest (not getting the benefits) How does exploitation of the resource/ benefits affect the forest? What current forest friendly income generating activities are practiced? What are the potential and relevant alternative Income Generating activities that can be introduced in the communities?	Survey	Once (yr 1 of the plan	DRM
10	Potential products to market and extent of competition	This study intends to identify market potential for forest and bee products and potential competitors	What is the market demand and supply (type, Quantity and quality) Who are potential competitors (type of product, Quantity, quality and price) What are strengths and weaknesses of competitors What are the strategies to cope with the competition	Survey	Twice a year	DPRU



SN	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Unit/section
11	Census of beekeepers in forest reserves	This study intends to collect information on the number of beekeepers (individuals and groups) operating in forest reserves	What is the total number of beekeepers What types, quality and quantity of hives in use Determine average production per hives and total per beekeeper What is the proportion of beekeepers by forest type What challenges do beekeepers face in managing bees in the forest What are the existing processing and storage technologies	Survey	Annually	DRM
12	Standards of Forest and bee products	Intends to identify local and international standards required for forest and bee products	What are the types of forest and bee products What are their respective specification What are suggested standards for local and international market What are the appropriate packaging materials required for bee products What are the requirement for forest certification To what extent are timber dealers complying to set standards	Survey	Annually	DPRU
13	Current position of performance indices	This study intends to establish baseline data of performance indices	What are the indices lacking baseline data What are possible sources of baseline data for indices What are possible baseline data	Surveys and review	Annually	DRM,DPRU, DBSS



4.7.3 Evaluation Plan

The Evaluation Plan consists of the evaluations to be conducted during the Strategic Planning Cycle, description of each evaluation, evaluation questions, methodology, timeframe and the responsible person. One evaluation will be conducted over the period of five years. This intends 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 detailed in **Table 8**.

Table 8: Evaluation Plan

S/N	Evaluation	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
1	Impact of management interventions on forest and bee resource	Assess the effectiveness of intervention/ initiatives on resource base management	What is the impact of HIV/AIDS control intervention and strategies on resources management What is the impact of approaches employed to enhance good governors and gender balance What is the impact of conservation intervention deployed in forest bee resource base and ecosystem improvement What is the impact of utilization intervention on quality forest and bee products	Survey	2017/18	DRM

4.8 Reporting Plan

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

4.8.1 Internal Reporting Plan

This plan will involve preparation of two types of reports namely performance and financial reports. 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 detailed in **Table 9**.



Table 9: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Performance reports	District Managers	Monthly	Forest and beekeeping officers
		Zonal and Plantation managers	Monthly, Quarterly, Semi-annual and Annual	District Managers and Rangers
		DPRU	Quarterly, Semi annual and Annually	Zonal and Plantation managers
		Chief Executive	Quarterly, Semi annual and Annually	DPRU
2	Financial report	Zonal and Plantation Managers	Quarterly, semi-annual and annual	District, Rangers and Division Managers
		CA	Quarterly, semi-annual and annual	Zonal and Plantation Managers
		Chief Executive	Quarterly, semi-annual and annual	CA
3	Internal Audit Report	Audit Committee	Quarterly	Chief Internal Auditor
		Chief Executive	Quarterly	Chief Internal Auditor
4	Procurement and Supply report	PSM	Quarterly, semi-annual and annual	Zonal and Plantations Managers
		Chief Executive	Quarterly, semi-annual and annual	PSM
5	Recruitment Report	DBSS	Annually	Zonal and Plantations Managers
		Chief Executive	Annually	DBSS
6	Human Resource Development Report	DBSS	Annually	Zonal and Plantations Managers
		Chief Executive	Annually	DBSS
7	Investment Report	Chief Executive	Annually	DPRU
8	Monitoring and Evaluation Report	Chief Executive	Quarterly	DPRU
9	National Resource Assessment report	Chief Executive	Once in five years	DRM

4.8.2 External Reporting Plan

This plan will involve preparation of nine types of reports, which will be submitted to various external stakeholders, including Ministry of Natural Resources and Tourism, Ministerial Advisory Board and President Office Public Service Management and Controller and Auditor General. The reports will be prepared on quarterly, annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed from time to time, as well as the Government Performance reporting requirements as stipulated in the Medium Term Strategic Planning and Budgeting Manual. **Table 10** summarizes external reporting.



Table 10: External Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Annual Performance report	PS- MNRT, MAB, CAG, POPSM	Annually	Chief Executive
2	Statement of Financial Reports	MAB, CAG, PS-MNRT	Annually	Chief Executive
3	Impact Assessment report	PS – MNRT, MAB	5 years	Chief Executive
4	Mid-term evaluation report	PS – MNRT, MAB	2.5 yrs	Chief Executive
5	Internal Audit reports	PS – MNRT	Quarterly	Chief Executive
6	Donor Funded project report	PS – MNRT	Annually	Chief Executive
7	International Obligation Reports	PS – MNRT	Annually	Chief Executive
8	Human Resource reports	POPSM, PSC	Annually	Chief Executive

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 monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, time dedicated to the tasks by staff, information flow between various levels, quality and relevance of decisions including resource flows to the activities and outputs.

Level 2 – Activities

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicators will concentrate on processes and duration of implementation. Activities will be reviewed quarterly basis and will be reported on respective implementation reports. The reports will focus on quality, time of the implemented activities and corrective action for such activities not being delivered on time, expected quality and not contributing to outputs.

Level 3 – Outputs

The third level of the Results Framework tracks the achievement of the outputs that TFS produces and which are results based oriented. Output Indicators and milestones will measure the outputs at this level. Furthermore, data collection and analysis will be done quarterly. Outputs or Milestones that have significant impact on achievement of the objectives will be reviewed quarterly and will be reported. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or not contributing to outcomes.

Level 4 - Outcomes

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective. These will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report and or in mid-term review report. The annual reports and the mid-term or five years outcome reports will be based on sector specific evidence studies and impacts of the TFS to its clients and stakeholders.

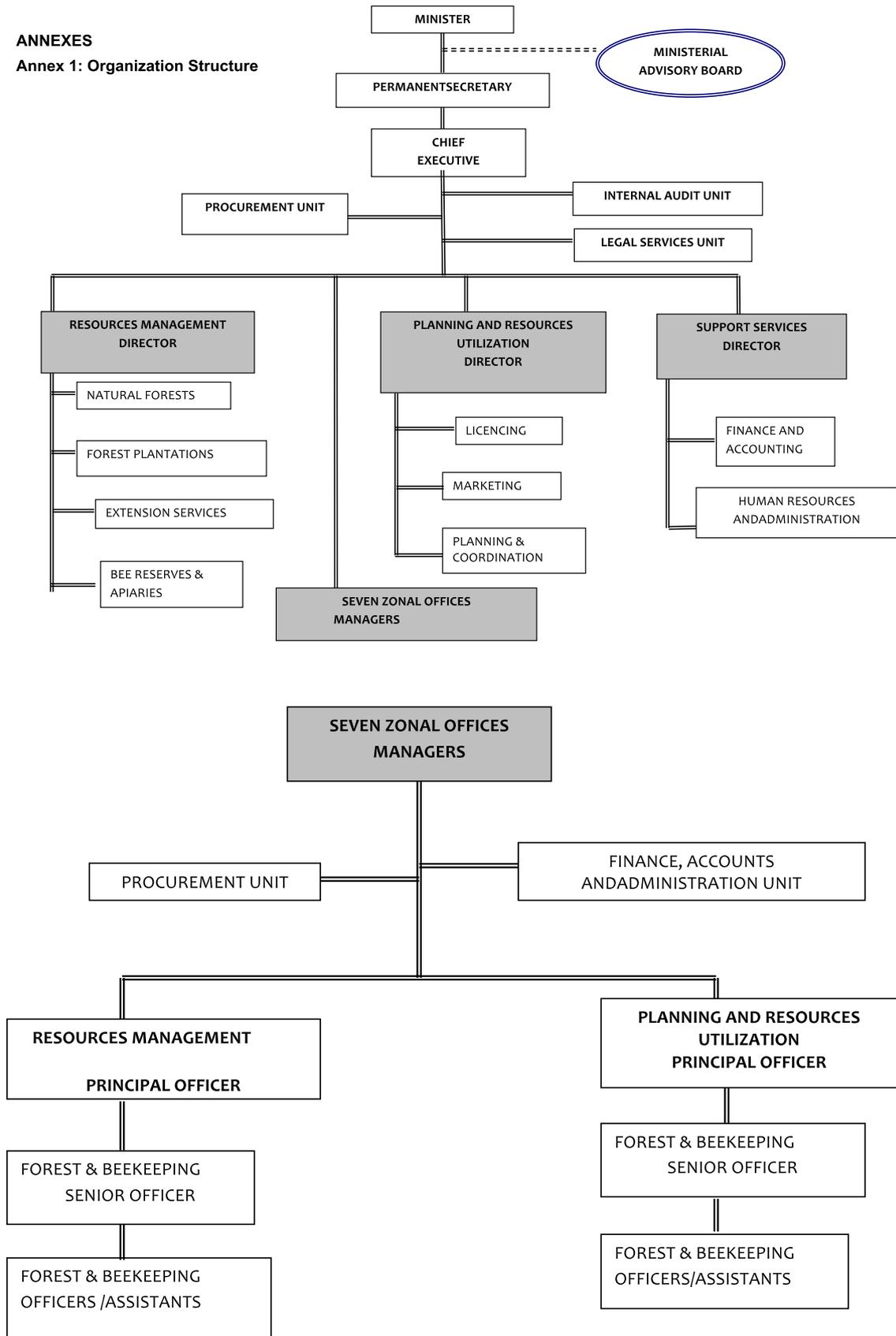


ANNEXES

Annex 1: Organization Structure

ANNEXES

Annex 1: Organization Structure



Annex 2: Strategic Plan Matrix

S/N	Objective	Strategies	Targets	Responsible	Key performance Indicator
A	HIV/AIDS infections reduced and supportive services to staff living with HIV/AIDS improved	Develop and operationalize HIV/AIDS strategy	Care and supportive services for staff living with HIV/AIDS provided by June, 2019	DBSS	i) Rate of infection ii) % change in staff supported
			75% level of sensitization to staff on HIV/AIDS pandemic attained by June, 2019	DBSS	
B	Good governance and Gender balance enhanced	Increase awareness and compliance on laws, regulations and guidelines	TFS anticorruption strategy operationalized by 70% by June, 2019	DBSS	i) Level of compliance to rules and regulations ii) % Change in gender composition in all functions
			Compliance to laws, regulations and guidelines attained by 70% by June 2019	LSU	
		Streamline national gender strategy in TFS	Gender balance increased by 20% by June, 2019	DBSS	
C	Institutional capacity to deliver services strengthened	Enhance human resource development.	Human resources development plan developed by June 2016	DBSS	i) % Change in revenue ii) Level of customer satisfaction iii) Audit opinion
			Human resources development plan implemented by 70% by June 2019		
		Manage infrastructure and assets	Property management plan developed by December 2014	DBSS	
			Property management plan implemented by June 2019	DBSS	
			50% of infrastructure and asset maintained by June 2015	DBSS	
		Strengthen Management systems	Performance management Systems operationalized by June 2019	DBSS	
			M&E system reviewed and implemented by June 2019	DPRU	
			Working facilities, equipment's, utilities and administrative operations attained by 80% by June 2019.	DBSS	
		Enhance awareness on resource management	i) Communication strategy developed and implemented by June 2019	DRM	
		Enhance financing mechanism	Effective Financial management attained by 70% by June 2019	CA	
			Revenue increased annually by 10% by June 2019	DPRU	
			Procurement plan developed and implement annually by June 2019	PSM	
			Investment plan developed and implemented by June 2019	DPRU	



S/N	Objective	Strategies	Targets	Responsible	Key performance Indicator
D	Forest and Bee Resources Base and Ecosystem Improved	Strengthen management of forest and bee resources	100 forest and 7 bee reserves management plans developed by June 2019	DRM	i) % change in forest cover ii) Change in forest land area iii) Change in volume/weight of forest and bee product iv) Level of customer satisfaction
			23.3 million hectares of forest and bee resources managed by June 2019	DRM	
			Community Support Programme developed and Implemented by June 2019	DRM	
		Increase forest and bee resource base	50,000 ha of new forest plantations established June 2019	DRM	
			100,000 ha of new natural forest and 25,000 ha of bee reserves established June 2019	DRM	
			Seven queen rearing center established in zone by June 2019	DRM	
			Wood fuel action plan implemented June by 2019	DRM	
E	Utilization of forest and bee resources enhanced	Promote use forest and bee products and services	Study on lesser known species conducted by 2016	DPRU	i) Level of customer satisfaction ii) Rate of adoption technology
			Use of non wood forest products increased by 10% by June 2019	DPRU	
			Market strategy developed and implemented by 2019	DPRU	
		Ensure quality of forest and bee produce and products	Traceability mechanism on honey developed and implemented by June 2018;	DPRU	
			30 % compliance to national and international standards for forest and bee products attained by 2018	DPRU	



Annex 3: History of TFS traced way back since 1899

Dates	Status
1899 - 1918	Local forest bureau (<i>Forstverwaltung</i>)
1918 - 1959	Forest Department (Independent Department) under British Administration
1949 -1971	Beekeeping Department - Ministry of Agriculture.
1959- 1960	Forestry Department - Ministry of Natural Resources
1960 - 1961	Forestry Division - Ministry of Agriculture and Co-operative Development
1961-1963	Forestry Division - Ministry of Lands, Forests and Wildlife
1964 - 1966	Forestry Division - Ministry of Agriculture, Forests and Wildlife
1967 – 1969	Forestry Division - Ministry of Agriculture Food and Cooperatives.
1970 - 1979	Forestry Division - Ministry of Natural Resources and Tourism
1971 - 1977	Beekeeping Section - Department of Forestry, Ministry of Natural Resources.
1977 - 1980	Beekeeping Section - Department of Wildlife, Ministry of Natural Resources.
1980-1981	Forestry Division - Ministry of Livestock and Natural Resources.
1980 – 1984	Beekeeping full Department - Ministry of Natural Resources and Tourism.
1981 -1984	Forestry Division - Ministry of Natural Resources and Tourism
1985 – 1986	Forestry and Beekeeping Division - Ministry of Natural Resources and Tourism
1986 – 1990	Forestry and Beekeeping Division - Ministry of Lands, Natural Resources and Tourism
1991- 1994	Forestry and Beekeeping Division - Ministry of Tourism, Natural Resources and Environment
1995- 2010	Forestry and Beekeeping Division - Ministry of Natural Resources and Tourism
2010 - To date	Tanzania Forest Services



Definition of Terms

1. **Agency:** In this context it refers to Tanzania Forest Services (TFS) Agency, which is a government executive body established by the Executive Agency Act Cap 245, through Government Notice No. 269/2010.
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. **Biodiversity Conservation:** Conservation practices that strive to avoid or reduce the potential for significant damage to sensitive species, habitat or ecosystems.
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. **Community Support Programmes:** Include programmes that enhance forest and bee resources conservation and management by carrying out activities such as establishment of private forests, local communities' forests, income generating activities, cultural tourism, tree nurseries, and marketing of forest and bee products.
7. **Eco-tourism:** is a form of tourism involving visiting fragile, pristine, and relatively undisturbed natural areas, intended as a low-impact and often small-scale alternative to standard commercial (mass) tourism. Its purpose may be to educate the traveler, to provide funds for ecological conservation, to directly benefit the economic development and political empowerment of local communities, or to foster respect for different cultures and for human right
8. **Ecosystem:** An area that consists of the biological community that occurs in some locale, and the physical and chemical factors that make up its non-living or abiotic environment, it includes a forest ecosystem.
9. **Forest:** Is a piece of land with trees more than 0.5 ha and a canopy covers of at least 10% and where the trees have a height of more or equal to 5 metres.
10. **Forest patrol:** Inspections which are done in forest areas for the purpose of checking status of forests against illegal activities and these include checking for encroachments, fires, illegal cutting or exploitation of forest produce, mining, hunting etc.
11. **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.
12. **Local Authority Forest Reserve:** A forest area situated on the trust land, which is set-aside as a forest by the district/local authority.
13. **Natural Forest:** A forest area that occur naturally.
14. **Nature Reserves:** An area of land covered by forest reserved principally for protection of nature, scenic values of national and international significance and to maintain and enhance biodiversity and genetic resources in an undisturbed, dynamic and evolutionary state.
15. **Payments for ecosystem services (PES), also known as payments for environmental services (or benefits).** These are incentives offered to farmers or landowners in exchange for managing their land to provide some sort of ecological service (environmental services) through conditional payments to voluntary providers and these programmes promote the conservation of natural resources in the marketplace.



- 16. Plantation Forest:** A forest area that has been established through afforestation or reforestation for commercial purposes.
- 17. Private Forests:** Refers to a forest area owned by individual, group of individual, institution or body corporate; not owned by government.
- 18. Production Forest:** An area of land covered by forest, reserved or used principally for purpose of sustainable production of timber and other forest produce.
- 19. Protection Forest:** An area of land covered by forest, reserved or used principally for purpose of protection of watersheds, soil, and the protection of biodiversity.
- 20. 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.
- 21. 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.
- 22. 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.
- 23. 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 to support environmental services for the present and future generations: the use that does not degrade the carrying capacity of the forest.
- 24. Wood fuel:** Is wood used as fuel 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.
- 25. Woodland:** Is a low-density forest forming open habitats with plenty of sunlight and limited shade; woodland may support an understory of shrubs and herbaceous plants including grasses and sometimes form a transition to shrubland under drier conditions.

General comment

The SP is very comprehensive and well detailed. I suggest a chapter on Action Plan and Budget is inserted before monitoring to indicate allocated resources for the planned activities to achieve the SP strategic objectives



