

THE UNITED REPUBLIC OF TANZANIA



**MINISTRY OF AGRICULTURE
TANZANIA SISAL BOARD**



STRATEGIC PLAN

2021/2022 – 2025/2026

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ABBREVIATIONS

TARI	Tanzania Agricultural Research Institute
ASDP	Agricultural Sector Development Programme
BADEA	Banque Arabe pour le Developpement Economique en Afrique
CFC	Common Fund for Commodities
COET	College of Engineering and Technology
COMESA	Common Market for Eastern and Southern Africa
FYDP III	Five Year Development Plan III (2021/22 – 2025/26)
GDP	Gross Domestic Product
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
MTC	Meristematic Tissue Culture
MoA	Ministry of Agriculture
NSGRP	National Strategy for Growth and Reduction of Poverty
NEMC	National Environment Management Council
PSRC	Parastatal Sector Reform Commission
SADC	Southern Africa Development Community
SMEs	Small and Medium Enterprises
TSB	Tanzania Sisal Board
TSA	Tanzania Sisal Authority
TATC	Tanzania Automotive Technology Centre
UNIDO	United Nations Industrial Development Organization

VCT	Counseling and Testing
TNA	Training Need Assessment
CSOs	Civil Society Organizations
CBOs	Community Based Organizations
FBOs	Faith Based Organizations
NGOs	Non-Governmental Organizations
PAC	Public Accounts Committee
MTC	Meristematic Tissue Culture
IEC	Information, Education and Communication
ICT	Information and Communication Technologies
PCCB	Prevention and Combating Corruption Bureau
MDAs	Ministries, Departments and Agencies
LGAs	Local Government Authorities
DG	Director General
POPSM	President's Office Public Service Management

PREFACE

STATEMENT OF THE CHAIRMAN OF THE BOARD

Tanzania Sisal Board as a corporate entity has been in existence for more than twenty years since its establishment in 1997 by the Sisal Industry Act No.2 of 1997. This is a milestone for such an entity and it gives a justification for it to undertake some re-evaluation and re-assessment in its mode of operations in the rapidly changing world in terms of outlook, technologies and demands.

After completion of restructuring of the then Tanzania Sisal Authority which was replaced by Tanzania Sisal Board, the whole of the sisal industry by now is 100% privately owned and the Board remained only with regulatory roles for the sisal industry. Hence the role of the Board has mainly been promoting the development of the sisal industry, quality control and advising farmers on good sisal agronomic husbandry. Within the period of twenty years the organization has had some achievements, shortcomings and challenges in its operations. Much of this depends very much on its base in terms of resources available. The major thrust initially after its establishment was in increasing production given the fact that at that time the country's production had fallen to its lowest levels.

The world outlook, demands, changing technologies and Government directives toward reviving the sisal industry compel the organization to have a different perspective and approach in its operations. In the preparation of this plan, the Board has also considered the ambitions of the Government to reach production of 120,000 tons of fibre by 2025 and make the sisal sub sector to be widely owned by Tanzanians small, medium and large sisal farmers which aim at improving standards of living and sustainable economy. The Board's plan is also committed to the Ruling Party manifesto, MKUKUTA II and ASDP II Strategies that aims at economic growth and poverty alleviation.

This Strategic Plan is organized for five years from 2021/2022 to 2025/2026. The emphasis will be on improving production and productivity, research for sustainable development, promotion of sisal industry, looking for new markets of sisal and its products, increasing sisal plant utilization as well as maximization of resource utilization including human resources. Finally, a well-staffed organization with well-trained, motivated and committed personnel is paramount in the organization's goals for its sustainability and development. I expect, therefore, that this plan will enable the Board to organize itself to improve quality and efficiency in the delivery of its services for a sustainable sisal industry in the Country for a better future.

Mariam Alu Nkumbi
Chairman of Tanzania Sisal Board

STATEMENT OF THE DIRECTOR GENERAL

The Tanzania Sisal Board (TSB) is mainly charged with the regulatory and promotional roles of the Sisal Industry and also has the responsibility to carryout shared functions including extension services, marketing and research.

Traditionally, Sisal fibre has been used mostly for the production of agricultural twines, ropes, cordage, sacks, bags and carpets. Current scientific researchers have concluded and we have seen the possibility of using sisal to produce biogas, bio fertilizers, bio fuel, industrial alcohols, inulin, pulp for paper, buffing cloth and composites for construction and auto industries.

The future of the Sisal Industry, therefore, depends on the diversification of its end uses. The focus now of this plan is to increase production of sisal fibre and to increase production of value added products. Also, to research on converting sisal waste into briquette with the aim of solving environmental problems related to sisal residue, generates energy through steam turbine to be used in the sisal industry to support production, produces valuable biological fertilizer and reduces greenhouse gas emissions.

Since the Board is responsible for overseeing the development of the sisal industry with regards to research, diversification, value addition, marketing and promotion, it is vital that a viable performance-based framework to strengthen its capacity to regulate and promote the industry is put in place. The framework is laid out in this Strategic Plan which is a step-by-step critical analysis of the current situation and a series of actions that the Board ought to take in order to bring about efficiency in its service delivery for the benefit of the industry at large.

In 1997, the year TSB was incepted the production was 21,400 tons less than the highest level achieved in 1964 which was 230,000 tons. Since then, the industry passed in different levels of down, boom, recession and recovery of production of sisal fibre and the highest level reached 40,000 tons in 2015. In this Strategic Plan, the industry's production goal of producing 120,000 tons by 2025.

It is my belief that the Sisal Stakeholders will work hand in hand with TSB in implementing the 2021/2022 - 2025/2026 Strategic Plan and that the Ministry will approve the budget and disburse the allocated funds for each activity in time. The Strategic Plan also involves all activities which were to be executed in the previous Strategic Plan but due to various reasons including lack of funds were not fully executed.

Saddy H. Kambona
Ag. Director General

EXECUTIVE SUMMARY

This Strategic Plan is a five years' duration (2021/2022 - 2025/2026) which has been prepared in accordance to Ruling Party Manifesto 2020 - 2025, ASDP II, MKUKUTA II, Tanzania Development Vision 2025, Millennium Development Goals, Third National Five Year Development Plan (FYDP III; 2021/22 – 2025/26) and Tanzania ya Viwanda strategy for the purpose of promoting production and productivity in the Sisal Industry to the advantage of rural communities and the nation at large.

Increased sisal production will enhance farmers' income to overcome the problem of food security and poverty. Also provision of raw material for industry and saving the environment by using sisal products.

The Sisal Industry has a total area of 156,372.45 ha (including small and large scale sisal farmers) out which, 88% (137,718.95 ha) is suitable for sisal production. However, land under sisal production both immature and mature is only 58,976.64 ha equivalent to 43.82% of the total suitable area.

This Strategic plan emphasises more in promoting massive replanting of new sisal, cleaning of the existing sisal fields, timely cutting and processing of sisal leaves as per sisal husbandry practices, improving machinery efficiencies as well as increased productivity per ha. More consideration will be also on activities that may contribute in fostering production such as encouraging integrated farming practices which include the use of fertilizers, herbicides applications, water conservation techniques and agro-mechanization.

The plan considers four main objectives to be considered which include: (i) Strengthening Policies, strategies and regulatory functions in the Sisal sector;

(ii) Enhancing working environment to regulate the sisal industry in the country;

(iii) Enhancing Production and Productivity in the Sisal sector and;

(iv) Enhancing Access to markets for sisal and sisal products.

Furthermore, the cross-cutting issues has also been take on board in this strategic plan where there is a plan to reduce spread of HIV/AIDS and mitigate its impact, enhanced Implementation of the national anticorruption strategy and improved governance and accountability.

In order to boost the production of the Tanzania Sisal sector, the plan aims at conducting intensive awareness promotion to 16 regions of Morogoro, Tanga,

Pwani, Dodoma, Mara, Shinyanga, Kigoma, Simiyu, Lindi, Mtwara, Kilimanjaro, Arusha, Manyara, Tabora, Geita and Singida with the aim of increasing participation of smallholder sisal farmers in the sisal sector towards achieving the production of 120,000 of sisal fibre by 2025. Also, to increasing the number of small-scale sisal farmers, number of Agricultural Marketing cooperative societies, area under sisal, productivity per hectare, fibre quality control and marketing. These will be achieved through enhanced regulatory compliance, promotion activities, marketing, research and development.

This Strategic Plan gives a road map to achieve the overall objectives of the industry which target to produce 120,000 tons of line fibre by June, 2025/26. A detailed budget for this SP is included in this document where in summary, it requires the sum of **TZS 568,976,831,803** to achieve the planned activities for the period of five years from 2021/22-2025/26 (See Table 1).

Recurrent Budget	TZS	10,341,878,228
Development Budget	TZS	32,859,400,648
Stakeholders' Budget	TZS	520,160,987,000
Personnel Emolument (PE)	TZS	5,614,565,927
TOTAL	TZS	568,976,831,803

Table 1

Activities	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Recurrent Budget	1,713,962,520	1,859,063,932	2,044,970,325	2,249,467,358	2,474,414,093
Development Budget	11,971,009,927	4,187,715,185	4,902,603,646	5,634,087,778.68	6,163,984,111.04
Stakeholders Budget	71,775,304,600	91,934,372,400	104,435,928,800	117,341,005,600	134,674,375,600
Personnel Emolument (PE)	976,320,768	1,044,663,222	1,117,789,647	1,196,034,923	1,279,757,367
GRAND TOTAL	86,436,597,815	99,025,814,739	112,501,292,418	126,420,595,659	144,592,531,171

Recent move of the Government to revive the sisal industry have necessitated changes to the Board's previous operational strategies and hence the need to refocus and streamline the Board's corporate services. Therefore, the Board's Strategic Plan aims at making it clear about what the Board desires to achieve and how it is planning to do it with regard to improving the performance of the sisal industry towards reaching the national target of producing 120,000 tons of sisal fibre by 2025.

During the period under review, market condition for sisal remained stable due to growing demand especially in our major markets in China, Saudi Arabia, Spain, Germany, India, Kenya, Uganda and Nigeria. Others include South Africa, Morocco, Israel, Japan, Guinea, Pakistan, Netherlands and Jordan. The decrease in production in Brazil which is the world's largest producer contributes to high demand of Tanzania's sisal fibre.

In year 2020, the industry recorded a production of 37,022 tons of line fibre which is 88% of the target set of producing 42,286 tons. However, the same production reached in 2020 is 30% of the national target of producing 120,000 tons by 2025. This Strategic Plan aims at reaching a production of 122,588 tons by 2025 from both small (60,257.96 tons) and large scale (62,331tons) sisal farmers.

Land utilization, machinery utilization and sisal plant utilization is still low. Therefore, there is a strong need to ensure that much improvement is done in the next 5 years of the plan to achieve the set target.

With regard to the performance of the Board itself, several achievements have been met which include;

- i. Promotion of 38 districts in 8 regions on sisal farming by smallholder farmers;
- ii. Initiate discussions with Tanzania Engineering and Manufacturing Design Organisation (TEMDO) on fabrication of the decorticator prototype. As a result, TEMDO managed to produce structural drawings for the same and discussions are underway get finance that will cater for the said exercise;
- iii. Formed a technical committee to rehabilitate Kibaranga processing facilities that will include decorticator, brushing and pressing machine. The facility, will save the small and medium sisal farmers around Kibaranga area;
- iv. Initiate discussion with Handeni District council on establishing new sisal farms that will be used by smallholder sisal farmers under block farming system. The district council promised to offer land of about 10,000 acres in two villages of Mkata east and Kitumbi. The Board also has earmarked to do the same in Pangani, Mkinga, Kilindi districts and in Lindi, Singida and Tabora regions.
- v. Establish a total of 2.25 ha of sisal nursery at Hale Estate and demonstration plot at Butiama Agricultural ground in Mara region. The planted nursery will produce seedlings enough to plant about 41 ha of

main field. The demonstration plot is used for training emerging sisal farmers around Butiama district;

- vi. Managed to discuss with a local company named KIKIZ Promotion which showed interest to build a factory that will produce spirit from sisal boles. So far, the company has completed structural drawings that will be submitted to the Board for scrutiny and further discussion;
- vii. Signed an MoU with GROSSO Sisal LTD that will give the company a piece of land to install a complete set of processing facility that will be used by the small and medium size sisal farmers to process their sisal leaves;
- viii. Increase the number of smallholder sisal farmers in the industry to 7,551 with their contribution reached 42% of the country's total production.
- ix. Despite its achievement, TSB faced challenges which include inadequate human and financial resource base, lack of scientific and technological capacity to improve processing facilities; inability to satisfy the growing demand for sisal fibre, low production and productivity.

As part of planning SWOC and stakeholder's analysis was conducted. During the analysis issues were identified which focused on improving productivity, increasing area under sisal, promoting small holder sisal farming, timely harvesting of all mature sisal, rehabilitation of all production and processing machineries and massive production and distribution of planting materials

Basing on the SWOC and stakeholder's analysis, six objectives were identified which will be the planning guidelines for the next coming five years.

- A. Capacity of TSB to deliver services improved; and
- B. Production and productivity in sisal sector improved;
- C. Promotion and Sisal Marketing information strengthened;
- D. Value addition in agricultural production marketing enhanced;
- E. Services improved and HIV/AIDS infections reduced and
- F. Enhance, Sustain and effective implementation of the National Anti - Corruption Strategy

From the above objectives, the expected results are production and productivity increased; capacity of TSB to regulate sisal industry strengthened; smallholder farmers engaged in sisal production increased; area under sisal production increased; production of sisal product increased; sisal market information easily available to stakeholders; export market share improved; spread of HIV/AIDS reduced

CHAPTER ONE

1.1 INTRODUCTION

This Strategic Plan covers the five-year period beginning from 01st July, 2021 and ending 30th June, 2026. The plan sets out what Tanzania Sisal Board (TSB) intend to achieve over the next five years. TSB is charged with regulation and promotion of the sisal industry with the aim of making it sustainable through increased productivity and profitability. The Plan aims at improving the regulatory services to Sisal Stakeholders which ultimately will improve production and productivity of the sisal sector.

1.2. METHODOLOGY

The Plan was developed in a participatory workshop involving top management and senior staff taking into consideration the broad direction of the nation as guided by the Vision 2025, NSGRP III, Third National Five Year Development Plan (FYDP III; 2021/22 – 2025/26) Ruling Party Election Manifesto 2020-2025, National crosscutting and Sectoral Reform Programs. The workshop was conducted through a series of plenary sessions. The results of the group work were presented in plenary and a consensus was reached.

The Plan involved undertaking a situation analysis which involved review of the Strategic Plan for the period 2018/19 – 2020/21, Stakeholder analysis, strengths and weaknesses, which are internal to the organization, as well as, identifying opportunities and challenges which are external to TSB. This led to identification of critical issues that formed the basis for developing the Objectives. The management then developed Core Values, Vision, Mission, Objectives, Strategies, Targets and Key Performance Indicators that formed the Plan.

1.3. PURPOSE OF THE PLAN

The purpose of this plan is to create a shared vision to TSB staff aiming at improving the regulatory services to stakeholders' which ultimately will improve production and productivity in the sisal sector. The objectives are expected to be achieved in the Medium-Term, through broad strategies and expected outputs. The plan integrates the National planning priorities, sectoral priorities and the areas of improvement for TSB, hence creating a single coherent plan. Thus, the Plan aims at providing: -

- i. A road map of the Sisal Industry which stipulates important facts to be done in the coming five years' time by each and every sisal stakeholder,
- ii. Areas that the industry should concentrate if the country has to regain its world prominence,
- iii. Guidelines to financiers who intend to support our stakeholders' efforts in our priorities.
- iv. Crucial information to the stakeholders to look for alternative uses of the sisal and increase its utilization in other areas apart from the traditional ones,

- v. Enough and reliable information that will enable smallholders to join sisal farming in order to alleviate rural poverty and raise sustainability of sisal production.

1.4. LAYOUT OF THIS PLAN

The following is the layout of the plan: -

CHAPTER ONE: Introduction, which covers methodology, purpose and layout of this Plan.

CHAPTER TWO: Situational analysis, which provides mandates, powers, functions and roles, Vision, mission and core values of the previous plan, performance review for the period of 2018/19 -2020/21, SWOC and stakeholder analysis.

CHAPTER THREE: The Plan, which contains Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators; and

CHAPTER FOUR: The Result Framework, which contains the development objectives, planned outcomes, the monitoring plan, the planned reviews, the Evaluation plan and the Reporting Plan.

CHAPTER FIVE: The Budget Requirement, which details the requirement in monetary of this strategic plan in five years of its implementation.

ANNEX 1: Organizational Chart.

ANNEX 2: Strategic Plan Matrix.

ANNEX 3: Five Years Budget Requirement.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 Historical Background

Tanzania Sisal Board was established in 1997 by an Act of Parliament. This Act is the Sisal Industry Act No. 2 of 1997. The Act repealed and replaced the Sisal Industry Act, 1973 which by then established Tanzania Sisal Authority which was a Parastatal organization charged with growing, marketing and policy making for the sisal industry. Tanzania Sisal Authority was privatized and its policy-making functions are hitherto being done by Tanzania Sisal Board.

2.2 Mandate

The Tanzania Sisal Board (TSB) is the Supreme Sisal Regulatory Institution in Tanzania. Its mandate is enshrined under Section 3 of the Sisal Industry Act No.2 enacted in 1997. The TSB is the overseer of laws, regulations and development of the sisal sector in Tanzania and its Chief Executive Officer is appointed by the Board upon prior approval of the Minister in accordance with sub section (1) of section 9 of the Sisal Industry Act No.2 of 1997. The CEO is assisted by the three Directors. The Functions and Powers of TSB are clearly stipulated under sub section 1 and 2 respectively of section 5 of the Sisal Industry Act No.2 of 1997.

2.2.1 Functions

The TSB has been mandated by law to carry out the following functions: -

- i. To promote the development and improvement of the sisal industry.
- ii. To make regulations for the control of pests and disease.
- iii. To finance and or conduct research directly or through agents in any matter related to the sisal industry.
- iv. To issue export and import license upon such terms and conditions.
- v. To regulate and control the quality, marketing and export of sisal.
- vi. To collect, refine and disseminate information concerning sisal and promote its use.
- vii. To advise the government on all matters pertaining to the sisal industry.
- viii. To carry out such other functions in relation to the sisal industry as the Minister may direct from time to time.

2.2.2 Powers

TSB has the following powers: -

- i. To register sisal products and to determine the qualifications and conditions for such registration.
- ii. To make orders or give directions for compulsory registration of all producers of sisal or sisal products or of any particular category of producers.
- iii. To collect from producer's information and statistics for use by the industry.

- iv. To establish quality standards for sisal and sisal products and to ensure the compliance of such standards by persons so licensed.
- v. To issue export license for sisal and sisal products.
- vi. To do anything or enter into any transaction which, in the opinion of the Board is calculated to facilitate the proper and efficient carrying out of the Board's activities and the proper exercise of its functions.
- vii. with the approval of the Minister, by order published in the *Gazette*, to impose a levy on all sisal whether produced, sold or exported, any such Order may prescribe different rates for different species, grades, descriptions or origins of sisal and in determining the amount of such levy the Board shall take into account what moneys are required for the purpose of maintenance, operation, research and training, marketing information system, extension and any other uses as the Board may determine;
- viii. in liaison with producers to represent the Government and the industry at all international forums relating to or dealing with the sisal industry;
- ix. In consultation with farmer's association to represent the Government and the industry at all international forums relating to or dealing with the sisal industry.
- x. Subject to the prior approval in writing by the Minister, to perform any commercial functions as the Minister may consider necessary.

2.3 Existing Vision and Mission

2.3.1 Vision

To become a competent and effective organization in the Sisal Industry for providing policy advises, promotion and regulatory services so as to make it vibrant and widely owned industry.

2.3.2 Mission

To promote and regulate the development and improvement of the Sisal Industry in collaboration with all Stakeholders in the Sisal Crop sub sector.

2.4 Performance Review

During the period 2018/19 – 2020/2021, the TSB office registered achievements and encountered constraints in the course of implementing the following objectives: -

Objective A: Service Improved and HIV/AIDS Infections in the sisal sector Reduced

Achievements

Various interventions were undertaken which led to the following achievements: -

- i. 40 peer health educators were trained,
- ii. 16 TSB and 400 staff from 39 estates were trained on HIV/AIDS awareness,
- iii. 400 boxes of condoms were supplied in 39 estates country wide,

Constraints

The following constraints were encountered: -

- i. Inadequate preventive programs,
- ii. Inadequate awareness programs regarding care and support of staff living with HIV and AIDS in the sisal estates.
- iii. Peer Health Educators are not known to most of the sisal estates employees.
- iv. There is a challenge of dissemination of knowledge from Peer Health Educators to other employees after being trained in HIV and AIDS issues.
- v. Some TSB and Estates Employees fear to undertake Voluntary Counseling and Testing (VCT).
- vi. Number of Peer Health Educators was not sufficient.

Way forward

- i. Conducting training to TSB staff and Estates workers on HIV and AIDS awareness,
- ii. Conducting training to Peer Health educators on HIV and AIDS,
- iii. Strengthening Facilitation; Voluntary Counseling and Testing (VCT) services,
- iv. Strengthening preventive services,

- v. Increasing access to Anti-Retro Viral's (ARVs), nutritional support and Home Based Care to affected staff,
- vi. Creating mechanisms and procedures for addressing stigma and discrimination complains,
- vii. Strengthening Monitoring and Evaluation of HIV/AIDS programs implemented,
- viii. TSB Staff and Estate workers should be educated and sensitized to undergo voluntarily HIV and AIDS testing.
- ix. Condoms should be supplied to TSB, Sisal Estates and Spinning mills offices and made available at any particular time.
- x. Develop HIV and AIDS strategy and program and communicate to all TSB, Sisal Estates and Spinning mills staff.

Objective C: Policies, strategies and regulatory functions in the sisal sector strengthened

Achievements

Various interventions were undertaken under this objective which led to the following achievements:

- i. 5 desktop computers were bought,
- ii. 3 staff attended postgraduate studies,
- iii. 1 staff attended Undergraduate studies,
- iv. 1 staff attended Diploma Course,
- v. Training Need Assessment (TNA) was conducted,
- vi. 2 staff attended short courses in areas of management, planning and project appraisal,
- vii. 3 Annual reports were submitted to the parent ministry and treasury registrar,
- viii. 32 buildings were re-possessed by TSB including the then TSA headquarters,
- ix. Major rehabilitation of the TSB's HQ was done

Constraints

- i. Inadequate office accommodations to cater for TSB's growing needs
- ii. Delays of salary increment to TSB staff,
- iii. Inadequate resources (human, working tools, equipment and motor vehicles).
- iv. TSB office is only operating from Tanga region, zonal and regional levels are yet to be reached,
- v. Existence of Laws and Regulations which impede the regulatory functions of the TSB.
- vi. Non- adherence to TSB training program,
- vii. Inadequate application of ICT in regulating the industry,
- viii. Insufficient funds in the implementation of Strategic Action plan.

Way forward

TSB will continue to focus on the following: -

- i. To develop human resource plan,
- ii. Recruitment qualified staff.

- iii. Conduct comprehensive Training Need Assessment (TNA) and developing Training Program and review it annually,
- iv. Strengthening resource mobilization,
- v. OPRAS training during induction courses,
- vi. Continuing acquisition of motor vehicles, working tools and equipment,
- vii. Liaise with UTUMISHI to ensure that Salary increments are paid on time, and
- viii. Improve staff welfare.

Objective D: Production and productivity in sisal sector improved

Achievements

Various interventions were undertaken under this objective which led to the following achievements: -

- i. A total of 12,352.42 hectares were planted equivalent to 55% of 20,103 hectares planned,
- ii. A total of 110,865 tons of sisal fibre were produced equivalent to 71% of 156,531 tons targeted,
- iii. Productivity increased from 0.8 tons to 1 ton out of 1.5 targeted
- iv. 39 sisal estates and 6 spinning mills were visited and comments and recommendation were given,
- v. 2,985 containers of sisal fibre were inspected in Dar es Salaam and Tanga port.
- vi. 450 smallholder sisal farmers from Ruangwa, Kilwa, Rufiji, Kisarawe, Mkuranga, Bariadi, Meatu, Kishapu, Serengeti, Rolya, Tarime, Kongwa and Kilosa were trained on good sisal agronomic practices, fibre and fibre qualities conducted.

Constraints

- i. Insufficient funds in the implementation of Strategic plan,
- ii. Noncompliance to the regulations by some of the stakeholders,
- iii. Inadequate resources (human, working tools, equipment and vehicle).

Way forward

- i. Strengthening M & E,
- ii. Conducting impact assessment on the capacity building initiatives to sisal stakeholders,
- iii. Strengthening working relationship with Stakeholders,
- iv. Conducting Quality assurance and control review,
- v. Institutionalizing of the Client Service Charter,
- vi. Conducting service delivery survey and self-assessment study,
- vii. Close follow up on impacts of trainings that conducted to sisal farmers,
- viii. Increase of application of expertise by staff in undertaking regulatory functions,
- ix. Sufficient funds be allocated and transferred to the TSB to implement Strategic Action plan.

Objective H: Sisal information education and communication

Achievements

Various interventions were undertaken under this objective which led to the following achievements: -

- i. Smallholder sisal farmers increased from 2,550 ha in to 7,551 in 2020
- ii. 6 processing facilities were installed in Korogwe, Tanga city, Pangani, Handeni and Mkinga with a capacity to process 2 tons per day for each machine.
- iii. 422 farmers and 840 extension officers from Muheza, Pangani, Handeni and Korogwe were trained on good sisal husbandry
- iv. 137 acres of sisal nursery were established in Kishapu (20 acres), Muheza (10 acres), Tanga Jiji (12.5 acres), Mkinga (5 acres) TSB (9.4 acres) and TARI – Mlingano (80 acres)
- v. Awareness promotion on sisal opportunities were conducted in 38 districts of 16 regions.

Constraints

- i. Insufficient funds,
- ii. Inadequate resources (Human, working tools, equipment and vehicle).

Way forward

- i. To participate in Local and International conferences, fora and exhibitions,
- ii. Create awareness to the General Public on potentials available to the sisal industry through media,
- iii. Upgrading and updating TSB Website
- iv. Collect and disseminate market information to stakeholders
- v. Linking producers(farmers) with processors or market

2.5 SWOC ANALYSIS

S/N	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
01	Human resource management	<ul style="list-style-type: none"> • Presence of qualified professional • Presence of multidisciplinary staff Such as <ul style="list-style-type: none"> - Accountants - Agronomists - Marketers - Pathologists - Economists - Lawyers - Administrators 	<ul style="list-style-type: none"> • Lack of comprehensive induction courses • Insufficient technical staff • Lack of succession plan, • Late promotion of staff • Inadequate financial resource 	<ul style="list-style-type: none"> • Opportunities for new recruitment, • Available training opportunities within and outside the country, • Existence of emerging ICT services, • Opportunities of sharing knowledge and experience with other organization 	<ul style="list-style-type: none"> • Lack of clear policy in the public service on attraction and retention of competent staff, • Low remuneration and terminal benefits, • Limited training opportunities within and outside the country for staff • Limited financial resource

S/N	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
02	Business Process	<ul style="list-style-type: none"> • Existence of Sisal Industry Act 1997, • Existence of Sisal Industry Regulations 2011, • Existence of a reporting framework, • Existence of good organizational Structure. • Existence of online services 	<ul style="list-style-type: none"> • Inadequate capacity to cope with rapid technological changes, • Inadequate dissemination and internalization of policies, regulations and guidelines among stakeholders, • Inadequate communication between stakeholders 	<ul style="list-style-type: none"> • Existence of favorable climatic condition, • Favourable political will to support Sisal sub-sector, • Increasing demand for Sisal and Sisal products, • Favourable technological advancement, • Positive response from International Organizations like CFC, UNIDO, IFAD, FAO, etc. 	<ul style="list-style-type: none"> • Rapid technological changes, • High public expectations on performance of TSB, • Difficulties in obtaining data from stakeholders, • Lack of Zonal offices to the respective zones.

S/N	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
03	Customer relationship management & results	<ul style="list-style-type: none"> • Existence of participatory regulatory mechanism, • Existence of goodwill towards our customers, • Existence of official TSB Website and Journals. 	<ul style="list-style-type: none"> • Lack of zonal offices to the respective zones • Absence of client service charter, • Inappropriate issuance of regulatory opinion 	<ul style="list-style-type: none"> • Opportunity to expand regulatory areas to our customers, • Opportunity to harness ICT in regulatory services, • Existence of customer care training program. 	<ul style="list-style-type: none"> • Presence of unregistered stakeholders, • Noncompliance to laws and regulations, • Fulfilling customers' expectation, • Inadequate resources.

S/N	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
04	Stakeholders	<ul style="list-style-type: none"> • Goodwill of TSB, • Timely submission of report to the TSB, • Participation in Public awareness programs such as Mkonge Day, Tanga Trade Fair, Sabasaba, etc. 	<ul style="list-style-type: none"> • Inadequate communication with our stakeholders, and • Inappropriate issuance of regulatory opinion 	<ul style="list-style-type: none"> • Existence of supportive stakeholders, • Existence of strong public trust, • Strong support from the highest political level and government, • Existence of donor support, • Existence of cooperative mass media such as TVs, radios, etc. 	<ul style="list-style-type: none"> • Lack of alternative sources of funds to finance our various operations, • Fulfilling stakeholders' expectations, • Late or non release of funds from the Government.

2.6 STAKEHOLDERS ANALYSIS

TSB has internal and external stakeholders. The internal and external stakeholders' need certain services from TSB and they have expectations in quality levels of the services to be offered. Generally, TSB offers internal services to staff as well as offering services to Sisal and other external stakeholders in terms of regulations, policy, consultancy, information, etc. The list of stakeholders, expected services and expectations are detailed below: -

S/N	Stakeholders	Services offered	Expectations
01	Ministries, Departments, Executive Agencies, Regions, Local Government and Public Authorities.	<ul style="list-style-type: none">• Consultancy services,• Various Reports.	<ul style="list-style-type: none">• Presence of Laws and regulations governing the sisal industry,• Improvement of the industry in terms of production, quality, marketing and export of sisal fibre and products,• Advise on all Matters pertaining to the Sisal Industry.
02	Investors and (Smallholder) Farmers	<ul style="list-style-type: none">• Reports,• Business opportunities.• Knowledge sharing.• Technological change• Guideline and procedures.	<ul style="list-style-type: none">• Accurate and reliable information,• Compliance with professional standards, guidelines and regulations,• Relevant knowledge,• Information on business opportunities,• Clear guidelines and procedures.
03	Research Institutions	<ul style="list-style-type: none">• Information,• Performance report	<ul style="list-style-type: none">• Financial collaboration in carrying out research.• Dissemination of research findings.

S/N	Stakeholders	Services offered	Expectations
04	Traders	<ul style="list-style-type: none"> • Information, • Performance review, • Business opportunities. • Knowledge sharing. 	<ul style="list-style-type: none"> • Conducive business environment. • Link with producers and other buyers. • Accurate and reliable information,
05	Associate Members – importers of machines and parts	<ul style="list-style-type: none"> • Information, • Business opportunities. 	<ul style="list-style-type: none"> • Accurate and reliable information, • Relevant knowledge, • Link with farmers, factory owners and processors.
06	Parliament	<ul style="list-style-type: none"> • Information, • Professional advice, • Capacity building, • Performance reports. 	<ul style="list-style-type: none"> • Professional advice, • Timely and accurate performance reports, and • Timely capacity building programs.
07	Donor Agencies and International Organizations	<ul style="list-style-type: none"> • Business opportunities. • Performance reports, and • Information. 	<ul style="list-style-type: none"> • Accurate and reliable information, • Timely performance reports,
08	Political Parties, Non - Governmental Organizations (NGOs), CSOs, CBOs, FBOs and Special Need Groups	<ul style="list-style-type: none"> • Information, • Performance reports. • Business opportunities. 	<ul style="list-style-type: none"> • Accurate and reliable information, • Performance reports

S/N	Stakeholders	Services offered	Expectations
09	Media	<ul style="list-style-type: none"> • Information, • Performance reports, and • Capacity building. 	<ul style="list-style-type: none"> • Accurate and reliable information,
10	TSB External Auditor	<ul style="list-style-type: none"> • Information, and • Financial statements. • Performance reports 	<ul style="list-style-type: none"> • Timely, accurate and reliable information, • Financial statements, and • Cooperation.
11	TSB employees	<ul style="list-style-type: none"> • Training and development, • Staff welfare, • Working tools, equipment's and facilities, • Career development and progression, • Scheme of services, standing orders and regulations, and • Counseling, coaching and mentoring. 	<ul style="list-style-type: none"> • Conducive working condition, • Fair treatment, • Job safety, security and satisfaction, • Timely confirmation and promotion, • Attractive package after retirement, • Timely payment of terminal benefits, • Recognition for outstanding performance, and • Counseling, coaching and mentoring.
12	General Public	<ul style="list-style-type: none"> • Information, and • Performance reports. 	<ul style="list-style-type: none"> • Reliable information,

2.7 RECENT INITIATIVES FOR IMPROVING PERFORMANCE

- i. Enhanced use of integrated weed management by stakeholders,
- ii. Rehabilitation of 78 machineries and plants in 39 estates.
- iii. Tailor made program designed for estates employees and other sisal stakeholders' capacity building at MATI-Malignant,
- iv. Promote smallholder sisal farming by distributing planting materials to small scale sisal farmers.
- v. Fabrication of mobile decorticator for small and medium farmers,
- vi. Link farmers with reliable markets for their produce,
- vii. To issue indicative selling price for various sisal grades,
- viii. Prepared project write ups,
- ix. Connect farmers with financial institutions,
- x. Enhanced planting program to increase area under sisal,
- xi. Enhanced productivity through training program
- xii. Harvesting all sisal blocks which are due,
- xiii. Reviving 3 neglected sisal estates,
- xiv. To build capacity to TSB staff (3 staff undertook postgraduate studies, 1 staff undertook diploma course and 2 staff undertook short courses),
- xv. A new Organization structure has been designed and additional Sections and Units have been established i.e. Accounts, Audit, Legal, PMU units, HR, and
- xvi. Installation of HCMIS.

2.8 CRITICAL ISSUES

Performance review of the previous strategic plan, SWOC and Stakeholders Analysis has identified the following critical issues which will have to be addressed in this plan: -

- i. Enhancing production and productivity in the sisal sector,
- ii. Enhancing production of sisal products,
- iii. Existence of investors with questionable integrity,
- iv. Broadening uses of the sisal plant,
- v. Improving export sells of sisal products,
- vi. Enhancing use of MTC planting materials,
- vii. Improving marketing share,
- viii. Enhancing participation of small holder sisal farmers,
- ix. Construction/rehabilitation of TSB Office Building,
- x. Capacity building to sisal stakeholders to cope with technological advancements,
- xi. Existence of provisions in the current sisal act and regulations which impair regulatory functions of the TSB,
- xii. Attracting and retaining of qualified and competent staff,
- xiii. Broadening inspection and promotion coverage,
- xiv. Managing change,
- xv. Strengthening Human Resource Management,
- xvi. Improving working environment,
- xvii. Enhancing capacity to carryout operations,
- xviii. Preparing manuals to emerging sisal farmers,
- xix. Compliance to regularity and promotion manual,
- xx. Strengthening use of ICT in TSB operations, and
- xxi. Adherence to agronomic standards.

3.0 THE PLAN

3.1 VISION

To become a competent and effective organization in the Sisal Industry in providing policy advises, promotion and regulatory services so as to make it vibrant and widely owned industry.

3.2 MISSION

To promote and regulate the development and improvement of the Sisal Industry in collaboration with all Stakeholders in the Sisal Crop sub sector.

3.3 CORE VALUES

The TSB has an agreed set of core values that would enable it to achieve its objectives. Thus, in pursuit of the TSB's Vision and Mission, the following is the list of values to be followed: -

3.3.1 Objectivity

We are an impartial organization, offering services to our clients in an objective and unbiased manner.

3.3.2 Excellence

We are professionals providing high quality service based on standards and best Practices.

3.3.3 Friendship

We believe in a friendly and participatory approach that involves employees, customers and all stakeholders in the formulation of policies for its corporate services.

3.3.4 Culture

We believe in a family-like atmosphere with the senior management taking a keen interest in staff.

3.3.5 Innovation

We are a learning and creative organization that constantly promotes a culture of developing and accepting value added ideas from inside and outside the organization.

3.3.6 Best resource utilization

We are an organization that values and uses public resources in an efficient, economic and effective manner.

3.3.7 Purpose

We build a reputation for giving clients good advice and cultivate a long-term relationship with them.

3.3.8 Integrity

We strive to maintain moral soundness as reflected by ethical behaviour to ensure unity and honesty so as to safeguard the corporate image.

3.3.9 Respect

We respect each and every individual initiative, personal growth and in the delivery of corporate services.

3.4 OBJECTIVES

3.4.1 Objective A: Service on HIV/AIDS Infections in the sisal sector Improved

HIV/AIDS is a national pandemic that has an implication in the supply and demand of human resource and future operations of the Government. The major effects of the pandemic are reduction of human resource through deaths from HIV and AIDS related cases, low productivity associated with unhealthy staff suffering from diseases associated with HIV and AIDS and loss of man-hours attending affected members of the family.

The above effects have an impact on the operations of TSB and sisal industry. The situation necessitates the institution to take initiatives to increase preventive sensitization measures, support to infected staff and estate/sisal workers and strengthening monitoring and evaluation of HIV/AIDS programs.

In view of the above, the TSB shall have the following Targets:

1. Awareness on HIV/AIDS created to 52 TSB Staff by June, 2026.

In achieving the above target, the following intervention will have carried out:

- i. To conduct awareness training to 52 TSB staff on HIV and AIDS
- ii. To distribute reading materials to 52 TSB staff regarding HIV/AIDS by June, 2026
- iii. To distribute free condoms to 52 TSB staff by June, 2026

The intended output from the intervention are

- i. Spread of HIV and AIDS reduced
- ii. Workers aware on Pandemic increased

Key performance Indicators

- i. Increased awareness on HIV and AIDS
- ii. Increased number of staffs, workers and farmers tested for HIV.
- iii. HIV and AIDS incidence rate,

2. Care and supportive services provided to 5 TSB staff living with HIV and AIDS by June, 2026

In achieving the above targets, the following interventions will be carried out: -

- i. To conduct awareness program on infected workers 5 TSB staff by June 2026
- ii. Special diet for 5 TSB workers by June 2026

The intended output from the above intervention are

- i. The health of infected staffs and estate workers improved
- ii. HIV and AIDS incidence rate,

key performance indicator

- i. Perception of people living with HIV and AIDS on quality of supportive services
- ii. Perception of staffs and estate workers on the quality of HIV and AIDS programs.
- iii. 10 Monitoring and Evaluation of HIV and AIDS programs in the sisal sector conducted.

The major results expected from the above interventions are reduction in the spread of HIV and AIDS and increase in life span of workers affected with the pandemic.

3.4.2 Objective B: Enhance, Sustain and effective implementation of the National Anti - Corruption Strategy

Corruption is a problem to the society and affect the provision of service to the service beneficiaries by getting different level of service for the same thing double standards. It has effect on economic development in terms of economic efficiency and growth, it also affects equitable distribution of resources across the population, increasing income inequalities, creates negative image to the institution, undermining the effectiveness of social welfare programs and ultimately resulting in lower levels of human.

The above effects have an impact on the operations of TSB and sisal industry at large. The situation necessitates the institution to take initiatives to increase awareness programs against corruption, establish code of conduct to TSB staffs, strengthening the use of online service in delivering services and strengthen monitoring and evaluation of awareness programs in the sisal sector.

In view of the aforesaid objective, the TSB shall have the following Targets: -

Awareness on National Anti - Corruption Strategy to 52 TSB staff strengthened by June, 2022.

In view of the above situation, the office intends to make broad interventions as follows: -

- i. To conduct awareness programs to 52 staffs on corruption by 2026.
- ii. To issue all licenses, permit and certificates online by June, 2026.
- iii. To establish code of conduct for 52 TSB staff by June, 2026.

The following outputs are expected from the above interventions: -

- i. Awareness programs against corruption to 15,000 sisal farmers and 52 TSB staffs conducted,
- ii. Online services in delivering services strengthened
- iii. Code of conduct established,
- iv. Good image of the institution on corruption issues.

The intended outcome from the above interventions and output will be monitored through the following outcome indicators: -

- i. Number of awareness program implemented.
- ii. Number of corruption cases reported
- iii. Number of stakeholders who are using online services.
- iv. Implementation of anti-corruption monitored and evaluated.

The major results expected from the above interventions are reduction in the corruption issues and improvement in the provision of services.

3.4.3 Objective C: Capacity of Tanzania Sisal Board to deliver services improved

Capacity building in issues related to improving internal processes and systems, optimal manning levels, implementing public service diversity issues, organization structure and application of modern technology and tools to enable the organization to perform its functions effectively.

Nonetheless, working environment is another important factor that significantly influences how employees feel about work. For the aforesaid objectives to be achieved, a positive work environment is needed to TSB staff to make them feel good about coming to work, and this provides the motivation to sustain them throughout the day.

Currently, TSB's working environment is faced with the following problems; inadequate transport facilities, inadequate office equipment, inadequate staff, furniture and other working tools. In this regards emphasis is to improve the working environment in order to motivate staff to participate effectively in achieving organizational objectives.

To attain the objective stated above, the TSB shall have the following Target: -

Capacity to deliver services to all sisal stakeholders strengthened by June, 2022.

In view of the above situation the office intends to make broad interventions in this area as follows:

- i. To strengthen Procurement and Supplies by June, 2026,
- ii. To strengthen provision of Legal support and advice by June, 2026,
- iii. To strengthen Human Resource by June, 2026,
- iv. To rehabilitate 32 re-possessed buildings June, 2026,
- v. To increase number of staffs to 52 by June, 2026,
- vi. To enhance internal control systems by June, 2026,
- vii. To rehabilitate TSB HQ retooling 29 offices and opening 3 Zonal Offices by June, 2026,
- viii. To strengthen revenue sources by June, 2026,
- ix. To promote Public Private Partnership in the provision of services by June, 2026,
- x. To acquire 5 Four-wheel drive Motor vehicles by June, 2026,
- xi. To enhance the use of ICT in provision of services by June, 2026.

The following outputs are expected from the above interventions:

- i. Procurement of goods, works and services facilitated
- ii. Legal services provided to sections and units,
- iii. 32 re-possessed buildings rehabilitated,
- iv. Human Resource working tools prepared and Implemented
- v. HCMIS strengthened,
- vi. Enhance accessibility of TSB services to farmers
- vii. Training Needs Assessment conducted,
- viii. Medium term training and development plan developed and implemented,
- ix. Personnel Emolument Budget prepared,
- x. New Job list prepared and implemented,
- xi. New Organization Structure implemented,
- xii. Staff motivation study conducted,
- xiii. OPRAS implemented,
- xiv. 5 Annual Audit Reports prepared and Audited by CAG
- xv. Internal Control Systems reviewed,
- xvi. Risk management policy reviewed,
- xvii. Financial guidelines reviewed,
- xviii. Accounting Operational Manual reviewed,

The intended outcome from the above interventions and output will be monitored through the following outcome indicators: -

- i. Percentage of filled vacancies,
- ii. Perception of farmers and other sisal stakeholders on quality of services rendered by TSB,
- iii. Percentage of TSB staff who scored A&B in OPRAS,
- iv. Percentage of staff accommodated in TSB owned buildings,
- v. Staff perception on TSB working environment, and
- vi. Labor turnover rate.

The expected results from the above interventions are improved working environment, motivated staff and improvement in the capacity of TSB to carry out its operations.

3.4.4 Objective D: Production and productivity in the sisal sector improved

In attaining the aforesaid objective, the TSB shall have the following Targets: -

- i. Production of sisal increased from 37,000 tons in 2020 to 120,000 tons by June, 2026

In order to achieve the above target TSB intends to make broad interventions as follows: -

- i. To train 15,000 sisal farmers, 39 sisal estates and 6 spinning mills on Good Agronomic Practices (GAP) and fiber quality by June, 2026,
- ii. To strengthen inspection visits to 15,000 sisal farmers, 39 sisal estates and 6 spinning mills by June, 2026,
- iii. To increase area under sisal from 43,000 ha to 108,950 ha by June 2026,
- iv. To establish 20 medium scale processing facilities in 20 districts by June 2026,
- v. To distribute Sisal planting materials to 41 districts in 16 regions by June, 2026
- vi. To conduct inspection visits to 39 estates, 15,000 sisal growers and 6 spinning mills by June, 2026
- vii. Training on sisal agronomy and fiber quality to 15,000 sisal farmers conduct by June, 2026.
- viii. To survey, mapping and allocate 5 TSB's estates farms to smallholders' farmers by June, 2026.

The outputs expected from the above targets are:

- i. 120,000 tons of line fibre produced and productivity of 2 tons reached by June, 2026,
- ii. 179,555.54 ha planted by June, 2026,
- iii. 108,950.54 ha of mature sisal harvested by June, 2026,
- iv. 20 medium scale processing facilities developed by June, 2026,
- v. 100 ha of demonstration plots established in five TSB'S estates by June, 2026
- vi. Demonstration plots of 1ha in each district for training in 20 districts prepared by June, 2026
- vii. Seven Neglected sisal estates revived by June 2026.

The key performance indicators will be the following: -

- i. Number of tons recorded,
- ii. Number of hectares under sisal,
- iii. Number of decorticators developed,
- iv. Number of farmers given training,
- v. Number of farmers and spinning mills inspected,

- vi. Number of neglected estates revived,
- vii. Number of demonstration plots established,
- viii. Number of districts supplied with planting materials,
- ix. Number of farmer's leaf assessment done,
- x. Number of estates and smallholder farmers inspected.

ii. Productivity increased from 1 ton/ha in 2020 to 2 tons/ha by June, 2026

In order to achieve the above target TSB intends to make broad interventions as follows: -

- i. To train 15,000 sisal farmers and 39 sisal estates on Good Agronomic Practices (GAP) by June, 2026,
- ii. To strengthen inspection visits to 15,000 sisal farmers and 39 sisal estates by June, 2026,
- iii. To emphasis farmers on the use of agricultural inputs.

The outputs expected from the above targets are:

- i. Productivity of 2 tons reached by June, 2026,
- ii. Application on the use of inputs,

The key performance indicators will be the following: -

- i. Productivity reached,
- ii. Number of tons recorded,
- iii. Number of farmers applying inputs

The expected results are increased production of sisal fibre, products and the increased area under sisal.

3.4.5 Objective H: Promotion and Sisal Marketing information strengthened

In view of the aforesaid objective, the TSB shall have the following Targets: -

- i. Promotion to 41 districts conducted by June, 2026.
- ii. Marketing information to 15,000 smallholder's farmers availed by June, 2026.

In order to achieve the said Targets, TSB will perform the following activities: -

- i. To participate in Tanga trade fair, DITF, 88 Exhibition and Industrial exhibition by June, 2026.
- ii. To conduct promotion visits to 41 districts on sisal farming, products, potential and technology available in the sisal sector by June, 2026,

- iii. To link 15,000 sisal farmers with available market by June, 2026.

The following outputs are expected from the above interventions: -

- i. 15,000 new farmers joined the sisal industry by June, 2026
- ii. 15,000 farmers linked with market by June 2026,

The Key Performance Indicators will be the following: -

- i. Increased sisal production,
- ii. Number of new emerging farmers, and
- iii. Level of public awareness on sisal potentials.

3.4.6 Objective I: Value addition in sisal Production enhanced

Value addition is a process of manufacture or other enhancement which adds value to raw materials. For decades' sisal has been used for ropes, twines and carpets. Value addition in sisal sector is very important as the country has announced sisal is among of the seven strategic crops. Many people are joining the industry as growers which shows an indicator of increased production in the near future.

In view of the aforesaid objective, the TSB shall have the following Targets: -

- i. Sisal plant utilization increased to 50% by June, 2026.
- ii. Sisal products production increased from 6,000 tons in 2020 to 12,000 tons by June 2026.

In order to achieve the said Targets, the following activities will be performed:

-

- i. To facilitate two (2) investors to establish sisal processing factory in Tanga by June 2026
- ii. To rehabilitate 6 spinning mills available by June, 2026.
- iii. To promote use of sisal bags for packaging by June, 2026.

The following outputs are expected from the above interventions: -

- i. 12,000 tons of value-added products produced by June 2026,
- ii. Increased export and local sells of value-added sisal products,
- iii. 2 factories for manufacturing new products constructed
- iv. Increasing value added products market share,
- v. Developing local market for sisal farmers.

The Key Performance Indicators will be the following: -

- i. Use of sisal plants increased
- ii. Number of new sisal factories established
- iii. Quantity of sisal products produced, and
- iv. Quantity of sisal fiber sold locally.

The expected results from the above measures are expansion of local market for sisal fiber and increased production of sisal products and utilization of the sisal plant.

CHAPTER FOUR

4.0 RESULTS FRAMEWORK

4.1. INTRODUCTION

This Chapter shows how the results envisaged in this Strategic Plan will be measured as well as the benefits that will accrue to TSB clients and other stakeholders. The chapter also shows how the various interventions that are to be undertaken during the five years of the strategic planning cycle will lead to achievement of the Development Objective, how the interventions will be monitored, what kind of reviews that will be done over the period and what type of evidence based evaluation studies and analytical work to be undertaken. The studies intend to show that the interventions have either led or are leading to achievement of the intended outcomes and finally how the indicators and progress of the various interventions will be reported and to which stakeholders. The remainder of this chapter shows the overall Development Objective which is basically the overall impact of TSB activities, beneficiaries of TSB services and how TSB objectives are linked to Ruling party manifesto, MKUKUTA II, ASDP II, Vision 2025 and FIVE YEARS DEVELOPMENT PLAN II. The chapter also shows the Result Chain; the Result Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

4.2. THE DEVELOPMENT OBJECTIVE

The Development objective of TSB is to regulate, promote and oversee the sisal industry in the country for the purpose of promoting production of line fibre and value added products, productivity and production of new products in the Sisal Industry. This represents the highest level of results in the TSB result chain and will be achieved by enhancing TSB's Value addition in the sisal sector, Production and marketing; Strengthening sisal Information, Education and communication; Improving Production and Productivity in the sisal sector; Improvement of TSB's Capacity to deliver services, Enhancing, Sustain and effective implementation of National Anti - Corruption strategy; improved service and HIV/AIDS infection reduction.

Achievement of the above high level result will depend on contribution of sisal stakeholders' willingness to participate fully on attaining of the envisaged revival plan.

4.3. BENEFICIARIES OF THE TSB SERVICES

There are two levels of beneficiaries of TSB services. The direct beneficiary of the TSB services includes Sisal Investors (Sisal farmers, Spinners, Traders and Processors), Ministry of Agriculture, Ministry of Finance and Planning, Treasury Registry, local Government Authorities, Pension funds and research institutes.

The second level is the indirect beneficiaries. These includes the general public, Development partners; none state Actors, Independent Consultants,

Researchers, Academic and Training Institutions, Media and parliament. The above indirect beneficiaries use the Performance reports to cater for their various needs.

4.4. LINKAGE WITH ELECTION MANIFESTO, FYDP II, ASDP II AND VISION 2025

The results of this Strategic Plan which has been derived from the implementation of four objectives will contribute to the Tanzania Vision 2025 attributes, FYDP II, ASDP II and Election manifesto. This strategic plan will contribute to the Strong and Competitive Economy characterised by diversified and semi-industrialized economy with a substantial industrial sector comparable to typical middle-income countries as stipulated in the VISION 2025. This attribute focuses on upholding the sisal investors to ensure there are accountable to the assets they own for the betterment of the citizens and nation at large.

4.5. RESULT CHAIN

The combination of the objectives and targets in the strategic plan, activities and inputs in the MTEF form TSB's result chain. The basic assumption is that, there is causal linkage in the various elements of TSB's result chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives which will lead to the realization of TSB's development objectives. Realization of TSB's development objective in the long term will contribute to the Country's Vision 2025, and in the medium term will contribute to the achievement of ASDP II, FYDP II and ELECTION MANIFESTO Goals. This chain of results will justify TSB's use of the tax payer's money into the various interventions and thus contribute to the development of the country through improve production of sisal fibre and products and production of new sisal products.

4.6. THE RESULT FRAMEWORK MATRIX

This matrix contains TSB's Overall development objective, objective code, objectives, planned outcomes and outcome indicators. The matrix 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 achievement of planned outcomes and objectives. This is covered in detail in section 4.7. It should be noted that the achievement of TSB's overall objectives will be contributed by several other players and may not be solely attributed to interventions under this strategic plan. The result framework matrix is detailed below: -

4.7 THE RESULT FRAMEWORK MATRIX

Development Objectives	Objective Code	Objective Name and Description	Planned Output	Indicators
To increase production and productivity, value added sisal products and increase participation of smallholder sisal farmers	A	Service Improved and HIV/AIDS Infections Reduced	<ul style="list-style-type: none"> • 39 estates, 6 spinning mills and 15,000 sisal farmers in the sisal sector trained and aware of HIV/AIDS • ...staffs and 39 estate workers living with HIV and AIDS supported with nutritious food • 10,000 protective gears (condom) dispensed • <i>10 Monitoring and Evaluation of HIV and AIDS programs in the sisal sector conducted</i> • <i>Awareness training to 52 TSB staffs and 15,000 farmers on HIV and AIDS conducted</i> 	<ul style="list-style-type: none"> • HIV and AIDS incidence rates, • Perception of people living with HIV and AIDS on quality of supportive services, and • Perception of staff on the quality of HIV and AIDS

To increase production and productivity, value added sisal products and increase participation of smallholder sisal farmers	B	Enhance, Sustain and Effective Implementation of the National Anti-corruption Strategy	<ul style="list-style-type: none"> • <i>Awareness programs against corruption to 15,000 sisal farmers and 52 TSB staffs conducted,</i> • <i>Online services in delivering services strengthened</i> • <i>Code of conduct established,</i> • <i>Good image of the institution on corruption issues</i> 	<ul style="list-style-type: none"> • Number of awareness program implemented. • Number of corruption cases reported • Number of stakeholders who are using online services. • Implementation of anti-corruption monitored and evaluated.
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Development Objectives	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
To increase production and productivity, value added sisal products and increase participation of smallholder sisal farmers	C	Capacity of TSB to deliver services improved	<ul style="list-style-type: none"> • Procurement of goods, works and services facilitated • Legal services provided to sections and units, • 32 re-possessed buildings rehabilitated, • Human Resource working tools prepared and Implemented • HCMIS strengthened, • Enhance accessibility of TSB services to farmers • Training Needs Assessment conducted, • Medium term training and development plan developed and implemented, • Personnel Emolument Budget prepared, • New Job list prepared and implemented, • New Organization Structure implemented, • Staff motivation study 	<ul style="list-style-type: none"> • Percentage of filled vacancies, • Percentage of TSB staff who scored A&B in OPRAS, • Percentage of TSB staff work in zonal, • Staff perception on TSB working environment, and • Labor turnover rate. • Smallholders' and other stakeholders got storage, brushing and bailing facility • TSB's assets valued • Repossessed buildings rehabilitated.

			<p>conducted,</p> <ul style="list-style-type: none"> • OPRAS implemented, • 5 Annual Audit Reports prepared and Audited by CAG • Internal Control Systems reviewed, • Risk management policy reviewed, • Financial guidelines reviewed, • Accounting Operational Manual reviewed • HCMIS strengthened, 	
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Development Objectives	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
To increase production and productivity, value added sisal products and increase participation of smallholder sisal farmers	D	Production and productivity in sisal sector improved	<ul style="list-style-type: none"> • 120,00 tons of line fibre produced and productivity of 2 tons reached by June, 2026, • 105,733 ha planted by June, 2026, • 67,250 ha of mature sisal harvested by June, 2026, • 20 medium scale processing facilities developed by June, 2026, • 100 ha of demonstration plots established in five TSB'S estates by June, 2026 • Leaf potential assessment to 7,500 smallholder sisal farmers conducted by June, 2026 • Survey, mapping and farm allocation to smallholder farmers in 5 TSB's Estates conducted by June, 2026 • Demonstration plots of 1ha for training in 20 districts prepared by June, 2026 • Sisal planting materials to 40 	<ul style="list-style-type: none"> • Percentage of filled vacancies, • Perception of farmers and other sisal stakeholders on quality of services rendered by TSB, • Percentage of TSB staff who scored A&B in OPRAS, • Percentage of staff accommodated in TSB owned buildings, • Staff perception on TSB working environment, and • Labor turnover rate.

			<p>districts in 16 regions distributed by June, 2026</p> <ul style="list-style-type: none"> • Inspection visits to 39 estates, 7,500 sisal growers and 6 spinning mills conducted by June, 2026 • Training on sisal agronomy and fiber quality to 7,500 sisal farmers conduct by June, 2026. • Seven Neglected sisal estates revived by June 2026. 	
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Development Objectives	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
To increase production and productivity, value added sisal products and increase participation of smallholder sisal farmers	H	Agriculture information education and communication strengthened	<ul style="list-style-type: none"> • 15,000 new farmers joined the sisal industry by June, 2026 • 2 factories for manufacturing new products constructed by June, 2026, • 3,000 farmers applied new technology in sisal farming and processing by June 2026, • Improving export sells of sisal fibre to 80% and value-added sisal products, • MTC planting materials in place, • Increasing market share to 50% by June 2026, • Strengthening use of ICT in TSB operations. 	<ul style="list-style-type: none"> • Number of e-services, • Number of new emerging farmers, • Number of staff using internet and official email, and • Level of public awareness on TSB activities.

To increase production and productivity, value added sisal products and increase participation of smallholder sisal farmers	I	Value Addition in Agriculture Production and Marketing enhanced.	<ul style="list-style-type: none"> • 12,000 tons of value-added products produced by June 2026, • Increased export and local sells of value-added sisal products, • Increasing value added products market share, • Developing local market for sisal farmers. 	<ul style="list-style-type: none"> • Number of new sisal factories established • Quantity of sisal products produced, and • Quantity of sisal fiber sold locally.
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4.8 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 which is 2021/22 - 2025/26.

4.8.1 Monitoring Plan

The Monitoring Plan matrix consist of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the Department/Unit responsible for data collection, analysis and reporting. This Plan comprises 15 indicators which will be tracked quarterly and reported on annual basis. The monitoring and evaluation plan is detailed below: -

S/N	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
01	<u>HIV and AIDS incidence rates</u> <i>This indicator will be calculated using no. of newly affected staff over Total no. of Staff and estate workers.</i>	2021/22	0.05	5	3	2	1	1	Files from HIV and AIDS focal person	Documentary Review	Annually	Data from HIV and AIDS focal person files	Annually	CFH
02	<u>Perception of people living with HIV and AIDS on quality of supportive services</u> <i>This will be calculated as</i>	2021/22	5	4	3	2	1	1	PLWHA	Questionnaire & Interview	Annually	Data from HIV and AIDS focal person files	Annually	CFH

	<i>no. of PLWHA satisfied with the quality of Supportive services over Total no. of PLWHA.</i>													
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S/N	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
03	<u>Perception of staff on the quality of HIV and AIDS</u> <i>This indicator will be calculated as the no. of staff satisfied with the quality of HIV and AIDS programs over the Total no. of respondents.</i>	2021/22	300	450	600	750	900	1050	TSB Staff and Estate workers	Questionnaire	Annually	Raw data from the questionnaire	Annually	CFH
04	<u>Perception of anti-corruption strategy in sisal industry</u> <i>This will be measured by the number of</i>	2021/22	300	450	600	750	900	1050		Questionnaire	Annually	Raw data from the questionnaire	Annually	CFH

	<u>customers who get services from TSB offices</u>													
05	<u>Percentage of filled vacancies</u> <i>This will be measured by the total number of filled vacancies over total number of existing vacancies.</i>	2021/22	16	8	8	7	7	6	TSB Administrative Records	Documentary review	Annually	Data from personal files	Annually	CFH

S/N	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
05	<u>Percentage of TSB staff who scored A&B in OPRAS</u> <i>This will be measured by the number of staff who have scored A and B in the annual Performance appraisal over the total number of staff.</i>	2021/22	28	22	28	30	32	38	TSB staff files	Documentary review	Annually	Data from personal files	Annually	CFH
06	<u>Percentage of staff accommodated in TSB owned buildings</u>	2021/22	28	18	22	24	26	28	Posting list and office buildings files	Documentary Review	Annually	Data from posting list and office buildings files	Annually	CFH

	<i>This will be measured by the number of staff accommodated in TSB buildings over total number of staff.</i>													
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S/N	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
07	<u>Stakeholders' perception on TSB's capacity to deliver service</u> <i>This will be measured by the number of stakeholders who satisfied with capacity of TSB to deliver services over total number of respondents.</i>	2021/22	300	450	600	750	900	1050	TSB Staff	Questionnaires and Interviews	Annually	Raw data from interviews and questionnaires	Annually	CFH
09	<u>Number of tonnage</u>	2021/22	40,000	64,326	75,471	88,390	102,209	120,004	TSB Annual	Monthly returns	Monthly	Raw data from	Annually	CPRM/CQAO

	<u>recorded</u> <i>This will be measured by number of tonnage of line fibre recorded over total tonnage projected.</i>								al report			monthly return		
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S/N	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
10	<u>Number of hectares under sisal</u> <i>This will be measured by number of hectares planted over total hectares projected.</i>	2021/22	48,078	82,002	93,892	104,859	110,413	116,227	TSB Annual report	Monthly returns	Monthly	Raw data from monthly return	Annually	CPRM/CQAO
11	<u>Perception of stakeholders on the quality of Sisal agriculture information, Education and communication services rendered.</u>	2021/22	100	250	400	550	700	850	General Public, MDAs, LGAs, Public Authorities	Questionnaire & Interview	Annually	Raw data from questionnaire and interview records	Annually	CPRM/CQAO

<i>This indicator will be calculated by the no. of positive responses on the quality of agriculture information, education and communication services at TSB over the total No. of Respondents.</i>														
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S/ N	Indicator and Indicator Descripti on	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Freque ncy of Reporti ng	Responsi ble for Data Collectio n and Analysis
		Date	Val ue	YR 1	YR 2	YR 3	YR 4	YR 5	Data sourc e	Data Collectio n Instrume nt and Methods	Frequen cy of Data Collecti on	Means of Verificati on		
12	<u>Number of staff and customers using internet and official email</u> <i>This will be measured by the number of staff and customers using internet and email over total number of staff.</i>	2021/ 22	240	124	180	203	226	240	Syste m log files	System review	Annually	Data from system log files	Annually	ICT Unit

13	<u>Level of public awareness on TSB activities and sisal value added products</u> <i>This will be measured by the total number of respondents aware of TSB activities and sisal value added products over the total respondents.</i>	2021/22	100	250	400	550	700	850	General public	Survey	Annually	Survey reports	Annually	CPRM/CQA
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S/N	Indicator and Indicator Description	Baseline		Indicator Target Value			Data Collection and Methods of Analysis				Frequency of Reporting	Responsible for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
14	<u>Number of e-services</u> This indicator will be measured the number of services offered electronically.	2021/22	20	30	40	60	ICT unit files	Documentary review	Annually	Physical counting	Annually	ICT Unit
15	<u>Number of new emerging farmers</u> <i>This will be measured by number of new emerging farmers over the total farmers recorded</i>	2021/22	5,828	9,000	12,000	15,000	TSB farmers' registration records	Survey	Annually	Raw data from registration records	Annually	CPRM

4.8.2 Planned Reviews

TSB plans to carry out a total of fifteen (15) formal reviews during the Strategic Plan Cycle, that is (10) midyear reviews and five (5) annual reviews. The reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. A total of twenty-four milestones will be tracked during the period of five years.

During the first year of the strategic plan (2021/22), one annual review will be conducted in June 2022. The review will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. The reviews will be based on a total of twenty-five pre-planned milestones. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective Heads of Departments and sections will take a lead in the review process.

During the second year (2022/23), third year (2023/24), fourth year (2024/25) and fifth year 2025/26 eight more reviews will be undertaken i.e. two review per year. Like in the first year of the plan, the reviews in these years will also focus on performance against planned activities. Whereas during the first three years, a total of fifteen milestones will be assessed; a total of ten milestones will be due for assessment during the fourth and fifth year (2025/26). Additionally, the reviews to be conducted during the fifth year focus on determining whether the planned outputs over the five-year period have been achieved against the indicators, and if not what could have been the reasons for the under achievement. All the five years' outputs and milestones will be reviewed. The review will also assess as to what extent the achieved targets have contributed towards achievement of five year outcomes as well as issues, challenges and lessons learnt over the five years' period. The Director General and other Heads of Departments and Sections will take a lead in the review process on the completion of the strategic plan cycle.

The specific planned reviews, milestones, timeframes and the responsible Divisions/Units are detailed below: -

4.8.2 Planned Reviews Matrix

Year	Planned Reviews	Milestones	Time Frame	Responsible person
2021/22	Two Reviews per year – (Mid-Year and Annual reviews)	30 TSB and 8,000 sisal farmers trained on HIV and AIDS	June, 2022	CFA
		8000 licenses issued electronically		CPRM/CQA
		Study on various laws and Regulations that impede TSB's Performance to regulate conducted		LO
		54,000 hectares planted		CQA/CPRM
		54,000 tons of line fibre produced		CQA/CPRM
		8,000 sisal farmers registered		CQA/CPRM
		400,000 MTC seedlings produced		CQA/CPRM
		7,000 tons of value added products exported		CQA/CPRM
2022/23	Two Reviews per year – (Mid-Year and Annual reviews)	36 TSB staff and 9,000 sisal farmers trained on HIV and AIDS	June, 2023	CQA/CPRM
		9,000 licenses issued electronically		CQA/CPRM
		Study on various laws and Regulations that impede TSB's Performance to regulate conducted		CQA/CPRM
		60,000 hectares planted		CQA/CPRM
		60,000 tons of line fibre produced		CQA/CPRM
		9,000 sisal farmers registered		CQA/CPRM
		600,000 MTC seedlings produced		CQA/CPRM
		7,000 tons of value added products exported		CQA/CPRM

Year	Planned Reviews	Milestones	Time Frame	Responsible person
2023/24	Two Reviews per year – (Mid-Year and Annual reviews)	42 TSB staff and 11,000 sisal farmers trained on HIV and AIDS	June, 2024	CFA
		Study on various laws and Regulations that impede TSB's Performance to regulate conducted		LO
		11,000 licenses issued electronically		CQA/CPRM
		80,000 hectares planted		CQA/CPRM
		80,000 tons of line fibre produced		CQA/CPRM
		11,000 sisal farmers registered		CQA/CPRM
		800,000 MTC seedlings produced		CQA/CPRM
		8,000 tons of value added products exported		CQA/CPRM
2024/25	Two Reviews per year – (Mid-Year and Annual reviews)	48 TSB staff and 13,000 sisal farmers trained on HIV and AIDS	June, 2025	CFA
		Study on various laws and Regulations that impede TSB's Performance to regulate conducted		LO
		1 office building in place		CPRM
		13,000 licenses issued electronically		CQA
		100,000 hectares planted		CPRM/CQA
		100,000 tons of line fibre produced		CPRM/CQA
		13,000 sisal farmers registered		CPRM/CQA
		1,000,000 MTC seedlings produced		CPRM/CQA
		10,000 tons of value added products exported		CPRM/CQA

2025/26	Two Reviews per year – (Mid-Year and Annual reviews)	52 TSB staff and 15,000 sisal farmers trained on HIV and AIDS	June, 2026	CFA
		Study on various laws and Regulations that impede TSB's Performance to regulate conducted		LO
		1 office building in place		CPRM
		15,000 licenses issued electronically		CQA
		116,227 hectares planted		CQA/CPRM
		120,000 tons of line fibre produced		CQA/CPRM
		15,000 sisal farmers registered		CQA/CPRM
		1,200,000 MTC seedlings produced		CQA/CPRM
		12,000 tons of value added products exported		CQA/CPRM

4.8.3 Evaluation Plan

This Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle, description of each study, the evaluation questions, methodology, timeframe and the responsible Department/Unit. TSB intends to conduct five evaluation studies over the period of five years with a total of fifty-two evaluation questions. The evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have lead to the achievement of the outcomes as envisioned in the strategic plan outputs. The Evaluation Plan matrix is detailed below: -

S/N	Evaluation Study	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
01	Baseline study	This study will collect baseline data for the 15 indicators	<ul style="list-style-type: none"> • What is the perception of TSB staff and sisal farmers' workers on the quality of HIV and AIDS programs offered? • What is the staff turnover rate? • What is the perception of staff on the incentives? • What is the stakeholder's perception on the independence of TSB? • What is the average time taken to undertake inspection services? • What is the perception of stakeholders on the quality of services rendered by TSB? • What is the perception of staff on the working environment? • How many services are offered electronically? • What is the level of public awareness on TSB activities? 	Survey	June 2022 - 2026	CFH/CQA/CPRM
02	Study on various laws and regulations that impede	This study will collect and evaluate all laws and regulations that impede the TSB's	<ul style="list-style-type: none"> • What laws and regulations impede TSB's from performing its statutory duties? 	Documentary Reviews	June 2022 - 2026	LEGAL UNIT

	TSB's operations	from performing its statutory duties	<ul style="list-style-type: none"> • What are the recommendations to address the situation? 			
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S/N	Evaluation Study	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
03	Training needs assessment	This study will assess the training needs for TSB staff	<ul style="list-style-type: none"> • What qualifications are required for each cadre? • What are the current training programs offered? • Are the training programs offered relevant, satisfactory and sufficient? • What are the identified gaps between training and staff responsibilities? • Are training needs raised from operational level to managerial level? Does TSB have effective training program and implement accordingly? • Is there transparency in implementation of TNA? • Is there transparency in terms of trainings with regards to mode of application, procedures and programs involved to TSB staff? 	Documentary Reviews, Interviews and Questionnaires	June 2022 - 2026	CFH

S/N	Evaluation Study	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
04	Effectiveness of Quality Control, Promotion and Information	The study will assess the effectiveness of Quality Control, Promotion and Information offered by TSB	<ul style="list-style-type: none"> • What are the stakeholders' perception on the Quality of fibre produced? • Is the quality improving? • What are the recommendations? • What are the standards and criteria for attaining high quality fibre grades? • Are the set standards and criteria known and understandable to all sisal farmers? 	Compliance Inspections, Interviews and Questionnaires	June 2022 - 2026	CQA/CPRM

S/N	Evaluation Study	Description	Evaluation Questions	Study	Methodology	Timeframe	Responsible Person
05	Study on effectiveness of implementation of TSB Strategic Plan	This study intends to measure the level of achievement of expected outcomes/objectives/results as stipulated in TSB Strategic Plan quantitatively and qualitatively	<ul style="list-style-type: none"> • Is there a reduction in HIV and AIDS prevalence and incidence rate? • Are the HIV and AIDS supportive services improving? • How effective is the implementation of this Strategic Plan at TSB? • Are the TSB regulatory services improving? • Are the measures taken to enhance TSB's capacity to carryout operations effective? • Is the working environment conducive and improving? • Are staffs satisfied with internal communication? • Are stakeholders satisfied with the level of quality of information and transparency? • Is TSB performance improving? 		This study will be done through surveys	June 2022 - 2026	CPRM

S/N	Evaluation Study	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
06	Self-assessment study	The study will assess organization activities and results referenced against best practices in other Crop Bodies	<ul style="list-style-type: none"> • How is the capacity of leadership and top management? • What is the management style? • How is the quality of organizational policies and strategies? • How are organizational resources managed? • Are the staffs satisfied with the HR practices? • Do employees understand their duties and responsibilities? • Do stakeholders abide to the rules and regulations? • Are the business processes effective? • What are the areas for improvement? • What are carrier succession plans and job rotation in TSB for its staff? • Does TSB implement OPRAS timely and 	This study will be done through surveys	June 2022 - 2026	CPRM

			effectively?			
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S/N	Evaluation Study	Description	Evaluation Study Questions	Methodology	Time frame	Responsible Person
07	Service Delivery Survey	The study will assess the level of stakeholders satisfaction with the quality of services offered	<ul style="list-style-type: none"> • What are the stakeholder's perceptions on the quality of services offered? • Are the service delivery strategies effective? • Is the quality of services improving? • What are the areas for improvement? • Is communication to stakeholders done in time? 	This study will be done through surveys	June 2022 - 2026	CPRM

4.9 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.

4.9.1 Internal Reporting Plan

This plan will involve preparation of various reports. These reports will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is detailed below: -

S/N	Type of Report	Recipient	Frequency	Responsible Person
01	Department/Sections/Units Progress Reports	DG	Monthly	Heads
02	Department and Units Progress Reports	DG	Quarterly	CPRM
03	Quality Review and Assurance Report	DG	Quarterly	CQA
04	Annual Financial Statements	DG	Annually	CFA
05	Annual Quality Assurance Review Report	DG	Annually	CQA
06	Annual Progress Report	DG	Annually	CPRM

4.9.2 External Reporting Plan

This plan will involve preparation of four types of reports namely Quality assurance performance report, financial statement report, annual report and three years' outcome report. The reports will be submitted to various external stakeholders i.e. Treasury Registrar's Office, Ministry of Agriculture, CAG's Office and the General Public. The reports will be prepared on quarterly, semi – annually and 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.

S/N	Type of Report	Recipient	Frequency	Responsible Person
01	HR Development Report	Public Service Commission/POPSM/TR/MoA	Annually	DG
02	Performance Reports	Board of Directors'/TR/MoA/CAG/Development Partners	Quarterly/Annually	DG
03	Mid-Year Review Report	TR/MoA	Semi Annually	DG
04	Annual Report	TR/MoA/ Development Partners	Annually	DG
05	Annual Performance Report	Board of Directors'/CAG/TR/MoA	Annually	DG
06	Financial Statements	Board of Directors'/CAG/TR/MoA	Annually	DG
07	5 Years Outcome Report	PO-SH/PMO/MOF	3 YRS once	DG

4.10 RELATIONSHIP BETWEEN RESULTS FRAMEWORK, RESULTS CHAIN, M&E AND REPORTING ARRANGEMENTS

4.10.1 Level 1-Inputs

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

4.10.2 Level 2 - Activities

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

4.10.3 Level 3 - Outputs

The third level of the Results Chain tracks the realization of the outputs that TSB produces and which are attributed solely to TSB. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis and review of the outputs, milestones and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how

the outputs produced are contributing to the outcomes, and will recommend corrective action if the outputs are not being delivered on time, to the expected quality and are not contributing to planned outcomes.

4.10.4 Level 4 - Outcomes

The fourth level of the Results Chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to TSB alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual reports or the three-year outcome reports. The reports focus on benefits delivered to TSB clients and other stakeholders.

CHAPTER FIVE

5.0 BUDGET REQUIREMENTS

This Five Year Strategic Plan (2021/22 – 2025/26) aimed at increasing production and productivity, increasing area under sisal and increasing sells of sisal value added products. During this implementation period (2021/22 – 2025/26), Sisal sector has planned to produce a total of 414,000 tons of sisal fibre. This is to say a total of 54,000 tons will be produced by June, 2022, 60,000 tons in June, 2023, 80,000 tons in June, 2024, 100,000 tons in June 2025 and 120,000 tons in June 2026.

In achieving the said objectives for the period of five years, a total sum of **TZS 568,976,831,803** is required while **TZS 10,341,878,228** for Recurrent expenditures, **TZS 32,859,400,648** for development projects, **TZS 5,614,565,927** for Personnel emoluments by Tanzania Sisal Board and **TZS 520,160,987,000** is investment and operation expenditures by stakeholders in the following breakdown; In year one (2021/2022) a total of **TZS 86,436,597,815** will be required by Tanzania Sisal Industry in this category **TZS 1,713,962,520** for Recurrent expenditures, **TZS 11,971,009,927** for Development projects and **TZS 976,320,768** for Personnel emoluments by Tanzania Sisal Board, while **TZS 71,775,304,600** will be investment and operation expenditures by stakeholders.

In year two of the strategic plan, a total of **TZS 99,025,814,739** will be required by Tanzania Sisal Industry in this category **TZS 1,859,063,932** for Recurrent expenditures, **TZS 4,187,715,185** for Development projects and **TZS 1,044,663,222** for Personnel emoluments by Tanzania Sisal Board, while **TZS 91,934,372,400** will be investment and operation expenditures by stakeholders.

In year three of the strategic plan, a total of **TZS 112,501,292,418** will be required by Tanzania Sisal Industry in this category **TZS 2,044,970,325** for Recurrent expenditures, **TZS 4,902,603,646** for Development projects and **TZS 1,117,789,647** for Personnel emoluments by Tanzania Sisal Board, while **TZS 104,435,928,800** will be investment and operation expenditures by stakeholders.

In year four of the strategic plan, a total of **TZS 126,420,595,659** will be required by Tanzania Sisal Industry in this category **TZS 2,249,467,358** for Recurrent expenditures, **TZS 5,634,087,778.68** for Development projects and **TZS 1,196,034,923** for Personnel emoluments by Tanzania Sisal Board, while **TZS 117,341,005,600** will be investment and operation expenditures by stakeholders.

In the financial year 2025/2026, a total of **TZS 144,592,531,171** will be required by Tanzania Sisal Industry in this category **TZS 2,474,414,093** for Recurrent expenditures, **TZS 6,163,984,111.04** for Development projects and **TZS 1,279,757,367** for Personnel emoluments by Tanzania Sisal Board, while **TZS 134,674,375,600** will be investment and operation expenditures by stakeholders.

The Five Years Strategic Plan Budget Requirements is as detailed here bellow: -

A. RECURRENT BUDGET

No.	Objective	Target	Intervention/Activity	Budget				
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1	Services improved and HIV/AIDS infections	1.1.New infections reduced and awareness to	1.1.1To conduct awareness to 58 TSB Staff on HIV/AIDS annually	3,440,000	3,784,000	4,162,400	4,578,640	5,036,504
			1.1.2To support nutritious supplements to at least 2 staff living with HIV/AIDS annually	4,800,000	5,280,000	5,808,000	6,388,800	7,027,680
		Subtotal		8,240,000	9,064,000	9,970,400	10,967,440	12,064,184
2	Enhance, Sustain and effective implementation of the National Anti - Corruption Strategy	2.1 Awareness against corruption to 58 TSB staff increased by 2025	2.1.1 To conduct awareness program on corruption matters to 58 TSB staffs annually	3,440,000	3,784,000	4,162,400	4,578,640	5,036,504
		Subtotal		3,440,000	3,784,000	4,162,400	4,578,640	5,036,504
3	Capacity of TSB to deliver services improved	Employees Statutory Entitlements facilitated by June, 2025	3.1.1 To facilitate working environment and staff administration annually	812,672,000	889,658,000	978,623,800	1,076,486,180	1,184,134,798
			3.1.2 To facilitate Recruitment and training annually	111,600,520	100,746,932	110,821,625	121,903,788	134,094,166
			3.1.3 To capacitate TSB's supporting departments and units annually	95,960,000	105,556,000	116,111,600	127,722,760	140,495,036
			3.1.4 To pay land	60,000,000	66,000,000	72,600,000	79,860,000	87,846,000

			rent for 5 TSB Sisal Estates					
			3.1.5 To attend meetings and other ministerial calls annually.	62,600,000	68,860,000	75,746,000	83,320,600	91,652,660
			3.1.6 To conduct 4 Board and its Committee Meetings annually	126,100,000	138,710,000	152,581,000	167,839,100	184,623,010
		Sub Total		1,268,932,520	1,369,530,932	1,506,484,025	1,657,132,428	1,822,845,670
4	Production and Productivity in the Agricultural sector Improved	4.1 Production and productivity in the Sisal Industry increased from 37,000 tons to 120,000 and productivity from 0.8 tons/ha to 1.5 by 2025	4.1.1 To conduct leaf potential assessment to 2,400 smallholder sisal farmers annually	30,250,000	33,275,000	36,602,500	40,262,750	44,289,025
			4.1.2 To conduct inspection visits to 39 sisal estates, 6 spinning mills and 8,000 sisal smallholder farmer's annually	59,240,000	65,164,000	71,680,400	78,848,440	86,733,284
			4.1.3 To conduct inspection visits to 6 exit points annually	80,280,000	88,308,000	97,138,800	106,852,680	117,537,948
			4.1.4 To conduct training on sisal agronomy and fiber quality to 39 sisal estates and 8,000 sisal smallholder farmer's annually	62,240,000	68,464,000	75,310,400	82,841,440	91,125,584
			Sub total	232,010,000	255,211,000	280,732,100	308,805,310	339,685,841
5	Promotion and Sisal Marketing information strengthened	5.1 Awareness promotion in Sisal sector to 16 regions	5.1.1 To conduct promotion visit to 8 districts on sisal farming annually	59,240,000	65,164,000	71,680,400	78,848,440	86,733,284

		Enhanced by 2025						
			5.1.2 To facilitate 2 investors to establish sisal processing factory in Tanga by June 2025	13,570,000	14,927,000	16,419,700	18,061,670	19,867,837
			5.1.3 To promote use of sisal products (agricultural twine and sisal bags) annually	25,570,000	28,127,000	30,939,700	34,033,670	37,437,037
			5.1.4 To conduct monitoring and evaluation visits on implementation of the 5 yrs Sisal Development Strategy annually	59,240,000	65,164,000	71,680,400	78,848,440	86,733,284
			5.1.5 To link 2,400 sisal farmers with reliable sisal market annually	11,760,000	12,936,000	14,229,600	15,652,560	17,217,816
			5.1.6 To participate in Dar es salaam international trade fair, industrial exhibition and Tanga trade fair annually	31,960,000	35,156,000	38,671,600	42,538,760	46,792,636
		Sub total		201,340,000	221,474,000	243,621,400	267,983,540	294,781,894
		SUB VOTE TOTAL		1,713,962,520	1,859,063,932	2,044,970,325	2,249,467,358	2,474,414,093

B. DEVELOPMENT BUDGET

No.	Objective Target	Intervention/Activity	Budget				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	To increase production from 37,000 tons to 120,000 by 2025	To purchase 5 new motor vehicles by June 2023	1,060,000,000	0	190,000,000	0	190,000,000
		To Rehabilitate re-possessed 500 labour camps and 32 TSB buildings by June 2023	800,000,000	56,000,000	59,920,000	64,114,400	68,602,408
		To acquire 6,000 ha of new land for block farming in Tanga, Singida and Tabora annually	907,760,000	971,303,200	1,039,294,424	1,112,045,033.68	1,189,888.186.04
		To conduct survey, mapping and allocate farms to smallholder farmers in TSB's Estates annually	122,500,000	147,000,000	176,400,000	211,680,000	254,016,000
		To prepare 4 Hectares of demonstration plots for training in each TSB estate annually	77,050,000	92,460,000	110,952,000	133,142,400	159,770,880
		To distribute 60,000,000 sisal planting materials to 40 districts in 16 regions annually	1,287,600,000	1,377,732,000	1,474,173,240	1,577,365,366.8	1,687,780,942.48
		To facilitate the development of prototype sisal syrup and spirit plant by June 2023	400,900,000	80,180,000	96,216,000	428,963,000	85,792,600
		To rehabilitate stationary decorticator at Kibaranga sisal estate by June 2023	700,799,927	140,159,985	168,191,982	201,830,378.4	242,196,454.08
		To facilitate establishment of four Processing centres at Morogoro, Kishapu, Singida and Handeni.	6,014,400,000	1,202,880,000	1,443,456,000	1,732,147,200	2,078,576,640
		To facilitate establishment of three zonal offices at Morogoro, Shinyanga and Korogwe.	600,000,000	120,000,000	144,000,000	172,800,000	207,360,000
		TOTAL	11,971,009,927	4,187,715,185	4,902,603,646	5,634,087,778.68	6,163,984,111.04

C. BUDGET REQUIRED BY SISAL STAKEHOLDERS

Activities	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Immature maintenance	20,535,690,000	25,177,728,000	29,660,274,000	34,983,000,000	39,003,000,000
Mature maintenance	18,278,139,600	20,867,144,400	23,886,154,800	27,218,505,600	33,031,875,600
Land development	30,909,475,000	43,837,500,000	48,837,500,000	53,087,500,000	60,587,500,000
Equipment maintenance	2,052,000,000	2,052,000,000	2,052,000,000	2,052,000,000	2,052,000,000
Sub Total	71,775,304,600	91,934,372,400	104,435,928,800	117,341,005,600	134,674,375,600
GRAND TOTAL	86,436,597,815	99,025,814,739	112,501,292,418	126,420,595,659	144,592,531,171