



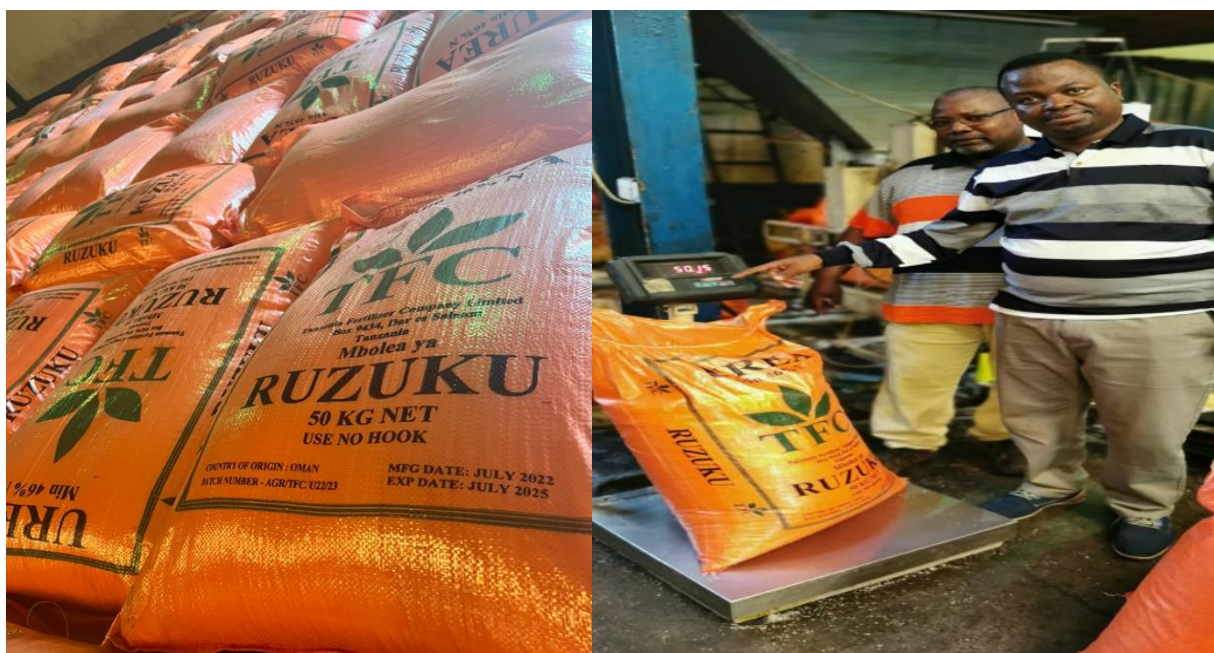
THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF AGRICULTURE



TANZANIA FERTILIZER COMPANY  
LIMITED

## Company Strategic Plan (Revised Draft)

2024/25-2025/26



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## LIST OF ABBREVIATIONS

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AIDS	-	Acquired Immunity Diseases Syndromes
ASDP	-	Agriculture Sector Development Program
AU	-	African Union
BMP	-	Best Management Practice
BP	-	Blood Pressure
CIA	-	Chief Internal Auditor
CM	-	Commercial Manager
CSP	-	Corporate Strategic Plan
FM	-	Finance Manager
FYDP (II)	-	Second Five Year Development Plan
GM	-	General Manager
HIV	-	Human Immune-deficiency Virus
HRAM	-	Human Resources and Administrative Manager
ICT	-	Information and Communication Technology
LART	-	Loan and Advance realization Trust
LM	-	Logistic Manager
MEMART	-	Memorandum and Articles of Associations
MP	-	Member of Parliament
MT	-	Metric Ton
MTEF	-	Medium Term Expenditure Framework
NCI	-	National Chemical Industries
NDC	-	National Development Corporation
PSRC	-	Parastatal Sector Reforms Commission
SADC	-	Southern African Development Community
TB	-	Tuberculosis
TFC	-	Tanzania Fertilizer Company
TM	-	Technical Manager
UNEP	-	United Nations Environment Programme

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## **STATEMENT OF THE CHAIRMAN OF THE BOARD**

Tanzania fertilizer Company is committed to harnessing its internal strength and external opportunities for Importing, distributing and selling all types of fertilizer and other agriculture inputs used in the country to increase productivity and providing quality services for the sustainable development of agriculture sector. This strategic direction for the company shall be materialized through a well-prepared, implemented, monitored, and evaluated strategic plan.

Therefore, the preparation of this strategic plan has considered the mandate of the company as stipulated in the Companies Ordinance CAP 212 which is currently known as the Companies Act 2002 CAP 212. The plan has also integrated the Tanzania National Development Vision (2025), Third National Five-Year Development Plan (FYDP III) 2021/22-2025/2026, the Ruling Party CCM Manifesto 2020 – 2025, the Blueprint for Regulatory Reforms to Improve the Business Environment (2018), the Sustainable Development Goals (SDGs) and the national agriculture policy and program. The preparation of this Strategic Plan has been participatory involving members of the Company Management, Board Members and a diversity of stakeholders. The company has registered several achievements during the implementation of the previous strategic plan as presented in the performance review chapter. This document will guide the Company operations for the next five years. Tanzania Fertilizer Company is a fertilizer trading company owned by Government of United Republic of Tanzania under the ministry of Agriculture and it was established in 1968 by Companies Act Cap.212. Fertilizer plays a vital role in increasing agricultural productivity as is envisaged by the Tanzania Agricultural Policy, which encourages and promotes increased fertilizer use by farmers.

TFC works very closely with the Central Government, Ministry of Agriculture in particular, the Ministry of Industry and Trade and other Ministries, Departments and Agencies (MDAs). Specifically, the company is to be instrumental in providing fertilizers and other agricultural inputs in Tanzania, with wider customer coverage, highly motivated staff and prudent networking that focuses on quality products and services to customers.

I wish to extend my thanks to the Director General and Technical staff for their commitment during the whole process of developing this document. The participation and involvement other key stakeholders are acknowledged too.

While appreciating the achievement realized in the implementation of the previous Strategic Plan, the focus during the 2024/2025-2025/2026 Strategic Plan will be for the Company to sustain its success in all its undertakings and ensure improved business mechanism while ensuring financial and technical sustainability. The Company expects support from potential investors, Central Government, and Development partners in implementing this strategic plan and in achieving the vision, mission, strategic objectives, and targets tallied in this Plan and the National development plans 2025/2026.

**Chairperson  
TFC BOARD OF DIRECTORS**

***FEBRUARY, 2024***

## STATEMENT OF THE DIRECTOR GENERAL

The Tanzania Fertilizer Company (TFC) is delighted to present the revised strategic plan 2024/2025-2025/2026 as a roadmap for our future direction over the next five years. The plan has pinpointed areas that need improvements and a range of strategies that intend to support the realization our vision, which states “TFC aspires to become a leading and reliable provider of fertilizers and other agricultural inputs in Tanzania addressing diverse crops and soil demands”. The TFC Strategic Plan for the period of 2024/2025-2025/2026 provides a future perspective of the economic development direction and stability of the Company in fair and effective economic competition assurance. The Plan reflects the priorities of the Company in the next five years. It is aligned to the aspirations of the Tanzania Development Vision (TDV-2025), as espoused in the FYDP III, Election Manifesto of the Ruling Party Chama cha Mapinduzi (CCM 2020-2025) and the Sustainable Development Goals (SDGs), Second Agricultural Sector Development Programme (ASDP II) and other relevant related policies.

The presented plan portrays the Vision, Mission and Core Values of the Company and the six (6) major objectives focusing on supply of fertilizer mechanism, Organization Excellence and performance, Institution capacity to deliver services, Good governance and prevention of disease at work place that the company shall strive to achieve within the next two years. It also sets the strategies towards attainment of the stated objectives that have been entrenched to achieve the economic industrialization agenda through agricultural activities for overall national economic growth. The key performance indicators will be used to track progress in achieving Company’s targets towards implementation of this Company strategic Plan. The development of this Strategic Plan was carried out using a combination of a process consulting approach, which involved thorough consultations with employees and stakeholders. The review exercise has attempted to examine all facets and perspectives of Company’s function to bring in a plan that will take into consideration all aspects of milestones necessary for the Company to succeed. The Plan also provides the basis for developing the Company’s Medium Term Expenditure Frameworks (MTEF) for linking the Company’s performance to the sector expectations to ensure enabling business environment and Agricultural sector economic welfare protection.

We understand that the implementation of this strategic plan will take place in the context that requires the Company to address key issues within the planned time horizon. The objectives and direction of this plan are complemented by the organization’s business plan or annual action plan and budget focusing to accomplish the planned activities within the defined time frame. However, we understand the challenges before the Company for which we are strategically prepared to meet the aforesaid challenges. Implementations of planned interventions will be conducted in annual basis and communicated through performance annual report.

We appreciate the ongoing support, advice and guidance given by our stakeholders, including but not limited to: Government through the Ministries of Finance, Ministry of Industries, Trade and Investments, Ministry of Agriculture, Office of Treasury Registrar, Board of Directors, Retailers, Customers, Suppliers, financiers, Service providers and all other stake holders who have been closely working with TFC on day to day. Finally, I would like to express my sincere appreciation to TFC staffs for their commitments towards preparation of this plan which I am

confident that the same level of commitments will be applied on its implementation in order to achieve the intended goals.

Samweli Ahadi Mshotte  
**DIRECTOR GENERAL**  
Tanzania Fertilizer Company Limited (TFC)

***FEBRUARY, 2024***

## EXECUTIVE SUMMARY

This Strategic Plan was prepared to guide Company operations for the next medium-term planning cycle of two financial years from 2024/25 to 2025/26. This Strategic Plan is intended to serve as a tool for implementing broad national goals envisaged in the Tanzania Vision 2025 and FYDP III (2021-2026).

The Tanzania Fertilizers Company Ltd is entrusted with the following main functions; Manufacturing/Blending, Importing, distributing and selling all types of fertilizers and other Agricultural inputs used in the country, helping to provide expert information related to the production, quality and levels of fertilizers in the country and abroad, Collaborating with research institutions in conducting research on fertilizer issues and other agricultural inputs in this country, Partnerships with local research and agronomy institutes to facilitate the dissemination of research results and Conducting surveys to collect data on current agronomic practices and farmers' behaviors towards new products/solutions. The aim is to develop adapted, affordable and scalable solutions for farmers.

This Strategic Plan was prepared in accordance with the Medium-Term Strategic Planning and Budgeting Manual. A participatory approach was adopted throughout the process of reviewing the previous 2018/19-2022/2023 Strategic Plan and also in identifying issues and priority areas for this Strategic Plan. Data were collected through consultations of both internal and external key stakeholders. Further inputs were obtained through a series of workshops, which involved various actors from the Ministry of Agriculture. The Strategic Plan (2024/25-2025/26) has six (6) strategic objectives with respective strategies, targets and outcome indicators. These objectives are: -

- Intervention and Prevention of HIV/AIDS and Non-Communicable Diseases (NCDs) Programs at work place strengthened;
- Internalization of the National Anti-corruption Strategy and Action plan Enhanced
- Mechanism for Supply of fertilizer and other Agriculture input enhanced
- Institutional capacity to deliver services strengthened
- Organizational industry Reputation enhanced
- Financial resources mobilization and management enhance

The Medium-Term Expenditure Framework (MTEF) for Tanzania Fertilizer Company provides yet another opportunity to translate Government policies, aspirations and perspectives into meaningful actions. These actions contribute to the betterment of the people's lives and towards achieving national goals and objectives particularly that of food security and significant contribution in the growth of the economy. The TFC will, therefore, make deliberate efforts to link the SP and MTEF to be able to obtain best results. This Plan is aligned with the the national the Five-Year Development Plan III (2021/22 - 2025/26); The CCM Election Manifesto (2020–2025); Tanzania Development Vision, 2025; Sustainable Development Goals (2030); and Millennium Sustainable Development Goals.

The following were agreed to be the Core Values of the TFC: Innovativeness, Professionalism, Customer focused, Commitment to work, Efficiency, Participatory management, Teamwork, Timely service delivery and Integrity

The rationale for the strategic plan is to enable the TFC to perform its functions effectively and efficiently. For this, the plan defines six objectives that address the following key issues:

- 1.Lack of documented Standard Operating Procedures (SOPs).
- 2.Sustainability and constrained financial resources.



- 3.Weak compliance enforcement mechanism.
- 4.Inadequate financial and assets management system.
- 5.Uncertainty of future funding for capital investment
- 6.Inadequate automation of business processes.
- 7.Lack of publicity and marketing strategies.
- 8.Resource Mobilization, allocation and utilization
- 9.Efficiency and effectiveness of information systems
- 10.Maintain and develop sustainable human resource capacity to ensure quality service delivery to the public.
- 11.Effective consultations and communication with key stakeholders

To realize the outcomes of these areas, the strategic plan includes the strategies for their achievement. To ensure accountability, service delivery targets have been developed. All the components that constitute the strategic plan are summarized in the result matrix and monitoring plan matrix as presented in chapter Four. From the strategic plan, TFC will progress to the stage of operational planning. This involves the core departments and support units in the development of costed Annual Operating Plans with output objectives directly derived from the targets of the strategic plan.

This Strategic Plan will be reviewed next year for the purposes of determining the extent to which targets were achieved and respond to any changes. This will be the last reviews and final review toward the end of National five years planning system. Performance reports will be submitted to the Management, Governing Body and the Ministry of Agriculture.

## CHAPTER ONE:

### BACK GROUND INFORMATION

#### 1.0 Background

Tanzania Fertilizer Company Limited (TFC) was registered under the company ordinance (CAP 212), now the companies Act, 2002 on 6th July, 1968 vide a certificate of incorporation number 4335 as a subsidiary of National Development Corporation (NDC). The Main Objectives for which TFC was established were *“To carry on business of Manufacturers, Dealers in, Storing and warehousing of artificial manures and fertilizers of every description”*

Germany firm, M/s Clockner INA was contracted to design, construct and Commission and manage the Fertilizer production plant which was situated at Raskazone in Tanga Town. The plant which was commissioned in 1972 had installed capacity of producing 105,000 MT of fertilizers per year. In 1980 the shares of the Company were transferred to National Chemical Industries (NCI) from NDC following the establishment of the latter.

In April 1991, the chimney of the Sulphuric acid plant collapsed thus causing the production to stop and M/s Clockner INA management contract came to an end in June 1991. Following the event, Government directed TFC Management to close down operations in Tanga and declare all employees who were involved in production redundant.

Tanga factory was officially closed in October 1996 through cabinet paper Na. 6/1996 which stated that: concerned employees redundant. *“Kiwanda hiki kilichokuwa kinatengeneza mbolea sasa kimefungwa. Kiko Sehemu panapoishi watu. Wizara ya Viwanda na Biashara iombe msaada UNEP kuondoa na kuharibu madawa ya ammonia na mengineyo. Kimebaki kitengo cha kuagiza na kuuza mbolea kibiashara. Kiwanda kiuzwe. Mali zisizohitajika na kitengo cha biashara ziuzwe. Kampuni iingie Ubia”*

Following the Cabinet decision, TFC was specified and handed over to Presidential Public Sector Reforms Commission (PSRC) ready for privatization. During the reforms stage all assets which were not needed for importation and distribution of fertilizers which included Tanga factory sites and Staff Houses were all sold by PSRC as TFC was prepared for privatization.

However, in 24th July 2003, then Prime Minister Hon Frederick Sumaye (MP), chaired a meeting which was attended by Minister for Agriculture Hon Charles Keenja (MP), Minister for Finance Hon Basil Mramba (MP), Minister for Industry and Trade Hon Juma Ngasongwa (MP), Minister of State (Prime Minister Office) Hon William Lukuvi (MP), Attorney General Hon Andrew change (MP), and other Senior Government officials from Planning Commission, LART, PSRC and from Ministries mentioned. During the meeting it was deliberated that:

- (i) There is a need for Government Independent Organ to oversee the fertilizer distribution in the Country under the Ministry of Agriculture.
- (ii) The process of Privatizing TFC (By selling its Core assets) should stop.

Following the above decision, TFC was released from PSRC and privatization process was stopped.

## **1.1 TFC Current Status**

Following the closure of Tanga factory, TFC has been working mainly as a trading company dealing with importation, procurement distribution and selling various types of fertilizers and sulphur dust (Cashew anti-fungal pesticide). TFC is state owned Company where all shares are owned by Office of Treasury Registrar on behalf of Government of United Republic of Tanzania and had been placed under the Ministry responsible for Industry until 10<sup>th</sup> January 2019 when it was transferred to Ministry of Agriculture.

Operations of the Company are delegated to the Board of Directors whose chairman is appointed by the President of United Republic of Tanzania while other members of the Board are appointed by relevant Minister. Day to day activities of the Company are under Management headed by General Manager who is Chief Executive Officer of the Company. The General Manager is assisted by three heads of departments who are Finance Manager, Commercial Manager and Human Resources and Administrative Manager. There is also Internal Audit Unit headed by Chief Internal auditor which reports to General Manager. All members of Management are appointed by Board of Directors.

The Company is divided into Six Zones each one headed by Zone Manager. The Zones are:

- (i) Eastern Zone: Covering Dar Es salaam, Pwani, Morogoro, Tanga, Dodoma, Lindi and Mtwara Regions.
- (ii) Northern Zone: Kilimanjaro, Arusha and Manayara Regions.
- (iii) Southern Zone: Iringa, Njombe and Ruvuma Regions.
- (iv) Sothern Highlands: Mbeya, Songwe, Rukwa and Katavi Regions.
- (v) Western Zone: Tabora, Singida, Kigoma and Shinyanga.
- (vi) Lake Zone: Mwanza, Mara, Kagera, Geita and Simiyu.

## **1.2 Mandate and Functions**

As stipulated in the the Act of establishment, Tanzania Fertilizer Company (TFC) was established on July 6, 1968 under the Companies Ordinance CAP 212 which is currently known as the Companies Act 2002 CAP 212; The Tanzania Fertilizer Company (TFC) is under the Board of Directors and its primary responsibilities include: -

- (i) Importing, distributing and selling all types of Agricultural inputs used in the country
- (ii) To help provide expert information related to the production, quality and levels of fertilizers in the country and abroad; and
- (iii) Collaborating with research institutions in conducting research on fertilizer issues and other agricultural inputs in this country.

## **1.3 Rationale for Reviewing the Strategic Plan**

The revised strategic plan (2024/25-2025/26) is designed to guide the work of TFC for the next two years following the end of tenure of the previous plan which covered a period from 2019/20 to 2023/24. The addition of two years is to align the plan with National Five-Year Development Plan 2021/22-2025/26. The implementation of this plan will provide considerable value to the members of TFC who are Shareholders (Government), Customers, TFC employees, financiers, manufacturers, wholesalers, retail distributors and users (farmers), service providers and all those who are directly or indirectly relate with TFC.

A Strategic Plan is important due to following reasons:

- (i) It provides road map to all Company activities as well as reference point for measurement of its performance.
- (ii) It provides platform for Company performance improvement
- (iii) It leads to increased level of Institutional, departmental, and Individual accountability
- (iv) It improves transparency and communication between Management, employees, and other Stakeholders
- (v) It facilitates establishment of priorities for efficient and effective resources allocation.

#### **1.4 Methodology**

The methodology used to prepare the Revised Medium Term Strategic Plan entailed Re-assessment of the TFC vision, mission, core values, customers and stakeholders, organization strength and weakness. Further, various documents establishing the mandate and obligations of the TFC were reviewed in deriving the proposed strategies. Evaluation of the ended Medium Strategic Plan was also undertaken to assess achievements as well as the challenges encountered. Revalidation of high-level strategic elements, namely; vision, mission, values and customer value propositions were undertaken. This was followed by development of objectives, strategies map, measures, targets and activities.

All the core elements of TFC organizational wide strategies were developed through consultative processes involving discussions at different levels, brainstorming sessions with different stakeholders and engagement with the management and staff. The management will use the corporate strategy to cascade it into business units, support units, teams and individual staff.

#### **1.5 Layout of the Plan**

The Plan contains four chapters and three Appendixes. Chapter one provides Introduction that covers background, approaches, purpose and layout of the plan. Chapter two presents the situational analysis; policies analysis; TFC mandate, roles and functions; performance review; stakeholders' analysis, strengths, weaknesses, opportunities and challenges (SWOC) analysis; and the critical issues requiring attention by the Plan. Chapter three covers the vision, mission, core values, objectives and their rationale, strategies, targets as well as key performance indicators (KPIs). Chapter four outlines the implementation of the plans, risk management, monitoring and evaluation framework. It also presents the results framework and describes how the plan will be monitored, evaluated and reviewed. The organizational structure, key performance indicators have been shown in the appendix.

## CHAPTER TWO SITUATION ANALYSIS

### 2.0 Introduction

This chapter presents a thorough diagnosis report on both the internal and external environment which the Company is operating under. The situation analysis concentrated on the performance assessment of the company on its mandate and functions based on under the Companies Ordinance CAP 212 which is currently known as the Companies Act 2002 CAP 212; The analysis involved an assessment of the implementation of the Company Strategic Plan 2018/19 – 2023/24 which includes: Performance review; Stakeholders' analysis; SWOC analysis; PESTEL analysis; Recent initiatives; and Review of relevant information. At the end of this chapter, areas for improvement were identified as critical issues to be addressed.

### 2.1 Performance Review

This strategic plan under review was implemented over the past five years ranging a medium-term planning horizon from 2018/19 to 2023/24. Tanzania Fertilizer Company Limited is a Fertilizer trading Company owned by Government of United republic of Tanzania. It was established in 1968 through the Companies Ordinance (cap 212) and given certificate of registration no. 4335. The company has been in operation since then but in recent years the company stayed for eight years without doing business and was placed under the Ministry responsible for Industry until 10th January 2019 when it was transferred to Ministry of Agriculture. TFC is working mainly as a trading company dealing with importation, procurement, distribution and selling various types of fertilizers and sulphur dust (Cashew anti-fungal pesticide). During the five-year period of implementation of the Strategic Plan, the company has cumulatively collected a total of TZS 31.1 billion from sales of fertilizer equivalent to 7% of the planned sales. Table 1 shows non tax revenue collection against the planned budget for the five-year periods.

**Table 1: Sales revenue Growth**

	2018/19	2019/2020	2020/21	2021/2022	2022/2023	Cumulative
Planned Sales	18,880,871,000	487,730,000	3,700,000,000	0	397,647,871,400	420,716,472,400
Actual Sales	16,307,860,000	395,610,000	6,004,000,000	0	8,473,382,366.00	31,180,852,366
<b>Performance</b>	<b>86.3%</b>	<b>81.1%</b>	<b>162.3%</b>	<b>0</b>	<b>2%</b>	<b>7%</b>

The performance of the business was not impressive due to lack of capital to make direct import and sales of fertilizers. The company was distributing other supplier product with insignificant margin. It is for this reason during implementation of this plan, the company plans to government guarantee and start new investment projects to improve its revenue base to support importation and distribution of fertilizers in the country and around east African Corridor. The reason being the fact that Agriculture plays an important economic role which accounts for half of the country's GDP, provision of 85% of exports and that employs 90% of the work force.

In the financial year 2022/23, TFC planned to received **397,647,871,400.00** subsidies from the Government to distribute 250,000MT of fertilizer and up to June,30 2023, TFC received subsidy from the Government TZS 6 billion to distribute 4,500 tons of subsidized fertilizer to farmers in various parts of the country.

**Table 2: Fertilizer Sales in the FY, 2022/23 -2023/24**

S/N	REGION	METRIC TON	COST (TSH)
1	ARUSHA	12.65	19,115,668
2	IRINGA	130.6	311,337,204
3	KIGOMA	11.25	18,137,250
4	KILIMANJARO	40.95	65,333,241
5	LINDI	46.75	97,022,409
6	MANYARA	51.20	82,261,599
7	MARA	279.50	474,542,487
8	MBEYA	363.8	602,556,778
9	MOROGORO	259.25	538,502,982
10	MTWARA	12.35	19,107,508
11	NJOMBE	640.1	1,465,601,083
12	PWANI	2.60	3,869,143
13	RUKWA	299.05	743,653,317
14	RUVUMA	771.25	1,766,296,381
15	SONGWE	411.95	923,308,404
	<b>JUMLA</b>	<b>4,213.65</b>	<b>8,473,382,366</b>

In the FY 2023/24, TFC received TZS 40 billion subsidy from the Government and up to January, 2024 the company purchased and distributed 25,000MT tons of subsidized fertilizer to farmers in various parts of the country.

After this momentum, TFC would like to venture and take the lead in agricultural mechanization services.

## **2.2 Constraints Encountered during the Implementation of the 2018/19 – 2024/25 Strategic Plan**

During the implementation of the previous strategic plan commenced 2018/2019 to 2023/2024, TFC faced some constraints which include among others:

- Insufficient funds to perform its Mandate and implement its annual Plans.
- Shortage of staff in different Section and Units.
- Highly depending on Central Government grant in implementing the Company objectives.
- Insufficient fertilizer transport facilities.
- High operational and transport costs of distributing fertilizer.
- High cost of renting Godowns for fertilizer storage.
- Lack of Monitoring and Evaluation Computerized system.
- Lack of reliable ICT Infrastructures to support daily company operations.
- Lack of enough knowledge on corruption in the community
- Lack of good Organisation Structure
- Lack of good systems to guide institutional ethics, accountability and transparenc

## **2.3 Environmental Scanning**

### **2.3.1 Internal environment assessment**

From July, 2023 started using new approved functions and organization Structure, the previous organization structure for TFC has been in operation for 13 years. During the period many changes has taken place especially in the development of new business patterns in which the previous structure falls short, outdated and does not take into account the current operating environment and cannot support the desired TFC strategic direction. Therefore, the company needs to review its vision, mission, objectives and strategies to accomplish its mandate successfully as stipulated in the new approved Organisation structure and the companies Act 2002 CAP 212 which define the roles and the functions of the Tanzania Fertilizer Company Limited (TFC) as follows:

- i. To supply quality fertilizers and other agricultural inputs for farmers in the Country and beyond, at the right time and place and competitive prices as per requirements.
- ii. To produce, import and distribute fertilizers and other agricultural inputs for use within the country and beyond.
- iii. To provide relevant expertise, information and advice on issues of production, quality and standards, supply and distribution of fertilizers and other agricultural inputs within the country; and
- iv. To participate directly in research undertakings by research institutions on the fertilizer and agricultural inputs.

### **2.3.2 Company external Environments**

#### **(i) National Fertilizers Consumption**

According to 2022/23 budget speeches of the Minister for Agriculture, Tanzania fertilizer consumption in 2022/2023 Tanzania imported 274,971 tonnes of fertilizer and manufactured 43,579 tonnes of fertilizer locally making a total of 318,550 tonnes consumed annually. Furthermore, according to second Agriculture Sector Development Programme (ASDP II), it is estimated that fertilizer consumption in the country will increase by 50,000 MT per annum. This means by year 2024/2025, annual fertilizer consumption in the country is estimated to reach MT 800,000 of various types of fertilizers.

In terms of nutrients per hector, it is estimated that the current consumption reflects 20 kg of nutrients per hector which is 40% of AU standard set in 2006 at Abuja and SADC standard through Maputo declaration whereby both have set the minimum nutrients consumption in order to achieve green revolution to be 50 Kg of nutrients per hector. This implies that in order to achieve AU and SADC recommendations, fertilizer consumption in the country must reach MT 1,212,500 per annum.

#### **(ii) National Policies, Strategies and Programmes**

ASDP II is led by policy, strategy and programme components of ongoing programmes for macroeconomic and structural reforms being implemented by the Government. These include;

##### **(a) The Tanzania Development Vision (Vision 2025)**

The vision aims at improving crop production and productivity levels; promoting wealth creation for the benefit of all stakeholders; and spearheading increased domestic processing to enhance value addition and manufacturing industrialization.

**(b) The Agricultural and Livestock Policy and Cooperative Development Policy**

Both these policies delineate the roles of various institutions in dealing with crops; as well as in advocating for enhancing stakeholder organizations.

**(c) The National Strategy for Growth and Reduction of Poverty - NSGRP (MKUKUTA)**

MKUKUTA seeks to address constraints to rural growth, improving productivity on the farm and enhancing human capacities and efficiency.

**(d) The Agricultural Sector Development Programme II (ASDP II) 2017/2018–2027/2028**

The Agricultural Sector Development Programme phase II laid down the framework for sustainable agricultural production by defining obtaining opportunities and advocating for enhanced incremental key programmes financing. One of the relevant aspects with TFC operations is that, the programme aim to increase fertilizer consumption in the country by 50,000 MT per annum from 485,000 MT in year 2018/2019.

**(e) Sustainable Development Goals, SDGs**

SDGs focused on eradication of poverty and hunger; achieving universal primary education; promoting gender equality and women empowerment; improving child and maternal health; and promoting global partnerships for development.

### **2.3.3 Company Public Image**

Due to its performance caused by its financial position, TFC has not been able to deliver its services (buying and selling fertilizers to farmers) to the expectations of the general public. There has been different perception on products and services provided by the corporation to the public.

**(i) Positive Perception**

- It is expected to supply fertilizers countrywide at affordable price
- It is expected to alleviate shortage of fertilizers in the country
- As the only Government company mandated to supply fertilizers and other farm inputs, it is expected to provide credible services
- It has enough storage capacity for fertilizers and other farm inputs.

**(ii) Negative Perception**

- It has failed to deliver in line with the growing demand of fertilizers and other farm inputs as expected
- Since most of its immovable properties were sold, it is perceived that TFC has no capacity to exercise its role
- It has failed to deliver as supplier and distributor of fertilizers and other farm inputs country wide



## 2.4 Stakeholder Analysis

Company has heterogeneous stakeholders with varied interests, perceptions, expectations, and capacities. Therefore, priorities' basic premise behind stakeholders' analysis for the Company was that each group has different concerns, capacities, and interests. Therefore, this need to be explicitly understood and recognized in the process of problem identification, objective setting, target formulation, and strategy selection. Stakeholders TFC involved the process of analyzing individuals, groups of people, institutions, or firms that may have a significant interest in the success of the rolling strategic plan (either as implementers, facilitators, beneficiaries, or adversaries). The ultimate aim is to help maximize the socio-economic development of all stakeholders. Stakeholders' analysis result for TFC is provided in the matrix below

**Table 3: Stakeholders Analysis Matrix**

Stakeholders	Service/Product Offered	Expectation	Outcome	Impacts of Not Meeting Expectations	Priority
Farmers	<ul style="list-style-type: none"> <li>• Best fertilizer at affordable price</li> <li>• Good customer services</li> </ul>	<ul style="list-style-type: none"> <li>• Access to appropriate extension package.</li> <li>• Policy guidelines on agricultural production and marketing.</li> <li>• Access to credit facilities and agricultural inputs.</li> <li>• Good producer prices</li> <li>• Equal access to land</li> <li>• Access to labour saving technologies</li> <li>• Good marketing environment and export of farm commodities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in Agricultural Production for both quality and quantity</li> <li>• Improved quality of service delivery</li> <li>• Increase in farm incomes</li> <li>• Livelihood Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Decline in Agricultural production and productivity in terms of quantity and quality of Agricultural produce resulting to food insecurity</li> <li>• Decrease in incomes and subsequently inability to meet demands for basic health and education</li> <li>• Increase subjection to poverty</li> <li>• Decrease in exports leading to reduce in foreign exchange</li> </ul>	HIGH

Stakeholders	Service/Product Offered	Expectation	Outcome	Impacts of Not Meeting Expectations	Priority
				earnings for the country <ul style="list-style-type: none"> <li>• Retarding economic growth</li> <li>• Insignificant ROI leading to low investment therefore decline in GDP of the country</li> </ul>	
Exporters / importers	1. Timely information 2. Customer service	Policy guidelines on agricultural marketing <ul style="list-style-type: none"> <li>• Clear policy guidelines on agriculture sector investment and export of commodities</li> <li>• Good access to agricultural credit facilities</li> <li>• Good marketing environment</li> </ul>	Increase in exports leading to increase in foreign exchange earnings for the country <ul style="list-style-type: none"> <li>• Increase for the availability of Agricultural Inputs</li> <li>• Increase in overall productivity substantial contribution in GDP</li> </ul>	Decrease in exports leading to decrease in foreign exchange earnings for the country <ul style="list-style-type: none"> <li>• Decrease in agricultural inputs and machinery for the domestic agricultural industry</li> <li>• Decrease in overall productivity and subsequently Slowing down economic growth</li> </ul>	H
Producers and Traders	<ul style="list-style-type: none"> <li>• Quality fertilizer</li> <li>• Storage Houses</li> </ul>	<ul style="list-style-type: none"> <li>• Professional, non-partisan agricultural services</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in supply and availability of Farm inputs</li> </ul>	<ul style="list-style-type: none"> <li>• Weak political will to support Agriculture sector</li> </ul>	H

Stakeholders	Service/Product Offered	Expectation	Outcome	Impacts of Not Meeting Expectations	Priority
		<ul style="list-style-type: none"> <li>• Significant contribution to economic growth and poverty reduction</li> <li>• Responsiveness to political aspiration</li> <li>• Efficient and cost-effective service delivery</li> <li>• Transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate policy guideline</li> <li>• Increase production efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Poor public awareness on the importance of the company to agricultural activities</li> <li>• Inadequate policy guidance for effective delivery of agricultural services</li> <li>• Decrease in agricultural inputs and machinery for the domestic Agricultural sectoral activities</li> </ul>	
Government	Analysis and provision of advice on financial <ul style="list-style-type: none"> <li>• Timely responses</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient and timely delivery of quality services</li> <li>• Increasing contributions of Agricultural subsector to the national economy</li> </ul>	<ul style="list-style-type: none"> <li>• Well planned implementation activities</li> <li>• Improved resource allocation from Government</li> <li>• Improved linkages of policies, plans and budget</li> </ul>	Inadequate allocation of resources to the Agricultural sector <ul style="list-style-type: none"> <li>• Decline in share of agriculture in the economy</li> <li>• Poor performance of Agriculture sector</li> </ul>	H
Other Agricultural Sector Ministries	<ul style="list-style-type: none"> <li>• Timely responses</li> </ul>	<ul style="list-style-type: none"> <li>• Creating an enabling environment for efficient delivery of</li> </ul>	<ul style="list-style-type: none"> <li>• Well planned implementation activities</li> </ul>	<ul style="list-style-type: none"> <li>• Poor access to supportive services to the Agriculture sector</li> </ul>	H

Stakeholders	Service/Product Offered	Expectation	Outcome	Impacts of Not Meeting Expectations	Priority
		<p>their services to the Agricultural subsector</p> <ul style="list-style-type: none"> <li>• Technical expertise and services relevant to all farm growers</li> </ul>	<ul style="list-style-type: none"> <li>• Improved resource allocation from Government</li> <li>• Improved linkages of policies, plans and budget</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate size of well trained personnel for extension services</li> <li>• Weak linkage between the Agricultural sector and other sectors</li> <li>• Overall Poor performance of the sector</li> </ul>	
Researchers	<ul style="list-style-type: none"> <li>• Data and other relevant information</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive policies, legal and regulatory framework</li> <li>• Transparency in research protocols</li> <li>• Accessibility to information</li> </ul>	<ul style="list-style-type: none"> <li>• Improved Technologies and Agricultural Extension <ul style="list-style-type: none"> <li>▪ Well-coordinated programs</li> <li>▪ Increase in Production efficiency</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate number of improved agricultural technologies</li> <li>• Poor agricultural research services</li> <li>• Inadequate knowledge in Agricultural Sector</li> <li>• Poor performance of the Agricultural Sector</li> </ul>	M
Investors/ Financiers	<ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Business plans</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive policies, legal and regulatory framework</li> <li>• Accessibility to information on investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Well executed program</li> <li>• Integrated cost-effective programs</li> <li>• Increased investors/financier support</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate investment in the Agricultural sector</li> <li>• Poor resource/cash</li> </ul>	H

Stakeholders	Service/Product Offered	Expectation	Outcome	Impacts of Not Meeting Expectations	Priority
		<ul style="list-style-type: none"> <li>• Appropriate attitudes towards investors</li> </ul>	<ul style="list-style-type: none"> <li>• Increase profitability</li> </ul>	<ul style="list-style-type: none"> <li>flows in the Agricultural Sector</li> <li>• Low production and productivity in the Agricultural Sector</li> </ul>	
Employees	<ul style="list-style-type: none"> <li>• Conducive working environment including adequate working tools, equipment and space</li> <li>• Effective performance appraisal system that rewards efforts</li> <li>• Retain and attract</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• remuneration</li> <li>• Transparency and fairness in staff advancement</li> <li>• Administrative support</li> <li>• Good governance</li> <li>• Relevant knowledge and skills enhancement</li> <li>• Conducive work environment and adequate working tools</li> <li>• Timely receipt of appointment and promotion</li> <li>• Timely salary adjustments commensurate to appointment and promotion</li> <li>• Timely recognition of outstanding performance</li> <li>• Timely response to employees grievances</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive Working environment</li> <li>• Adherence to employees codes of ethics and conduct</li> <li>• Improved efficiency and effectiveness in job performance</li> <li>• Improved customers care</li> <li>• Company growth and development and profitability</li> </ul>	<ul style="list-style-type: none"> <li>• Poor execution of duties and responsibilities at the workplace</li> <li>• Poor management of physical assets and finances at the workplace</li> <li>• Loss of harmony at the workplace</li> <li>• Decline in productivity in the Agricultural Sector</li> <li>• Poor performance of the Agricultural Sector leading to decline in economic development</li> </ul>	H

Stakeholders	Service/Product Offered	Expectation	Outcome	Impacts of Not Meeting Expectations	Priority
Civil Society Organizations	<ul style="list-style-type: none"> <li>• Information and distribution data</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive policies and legal and regulatory framework</li> <li>• Easy access to information</li> <li>• Good governance and transparency</li> <li>• Timely and streamlines approval procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Increased participation <ul style="list-style-type: none"> <li>▪ Increase in the production</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Poor participation of CSOs in Agriculture development activities</li> <li>• Decline in production and productivity in the Agricultural Sector</li> </ul>	M
Service providers to the Company	<ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Commitment of the company</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient and timely payment for services provided</li> <li>• Administrative support</li> <li>• Transparency and fairness</li> <li>• Timely response to complaints</li> <li>• Respectful treatment</li> <li>• Good governance</li> <li>• Accurate specification of requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Collaboration <ul style="list-style-type: none"> <li>▪ Restoration of Public Trust</li> <li>▪ Improved provision of quality of services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition of substandard services and products to the institute</li> <li>• Inadequate responses to provision technical and or support services in the sub sector</li> <li>• Poor/inadequate working environment to deliver services to the Agricultural sector</li> </ul>	M

Stakeholders	Service/Product Offered	Expectation	Outcome	Impacts of Not Meeting Expectations	Priority
Public		<ul style="list-style-type: none"> <li>• Fairness and transparency</li> <li>• Awareness of the services provided by TFC</li> <li>• Awareness of agricultural policies</li> <li>• Timely delivery of quality and cost – effective services</li> <li>• Conducive policies and legal and regulatory framework</li> <li>• Gender sensitivity in the provision of services</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in hunger</li> <li>• Increase in productivity</li> <li>• Increase in Agricultural Activities participation</li> </ul>	<ul style="list-style-type: none"> <li>• Weak public support to Agricultural sector development activities and programs</li> <li>• Weak involvement in Agricultural sector issues</li> <li>• Decline in Agricultural sector labor force</li> <li>• Decline in Agricultural sector productivity</li> </ul>	M
National Audit Office	Performance reports	<ul style="list-style-type: none"> <li>• Compliance to financial laws and regulations</li> <li>• Unqualified audit reports</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Improved agricultural sector</li> </ul>	H

M = Medium H = High L= LOW

## 2.5 SWOT Analysis

This internal appraisal of TFC using quantitative and qualitative method has revealed certain strengths and weaknesses' facing the organization as it struggles to achieve its new vision and mission. Furthermore, the environmental appraisal is embedded with opportunities and threats to guide the future operations of TFC. Strength and opportunities need to be leveraged, weakness to be addressed and threat to be mitigated. A summarized SWOT Analysis is presented in the Table below:

**Table 4: Tanzania Fertilizers Company SWOT Analysis**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Internal Environment	<ul style="list-style-type: none"> <li>i. Strong clientele base</li> <li>ii. Well organised staff; with the required qualifications and skills; wide knowledge and experience in the Agricultural sector</li> <li>iii. Strong trusted brand and good company image</li> <li>iv. TFC has vast knowledge in fertilizer business</li> <li>v. TFC has large/Wide distribution network throughout the country</li> <li>vi. TFC enjoys geographical location of selling centres (Strategically Located)</li> <li>vii. Government support</li> <li>viii. TFC has Godowns in 6 zones storage of fertilizer.</li> </ul>	<ul style="list-style-type: none"> <li>i. Lack of adequate working capital</li> <li>ii. Highly depending on Central Government grant in implementing the Company targets and objectives.</li> <li>iii. High fixed cost to maintain the big distribution network</li> <li>iv. Heavily reliance on fertilizer as the only selling product</li> <li>v. Lack of innovation in dynamic market situation</li> <li>vi. Limited/Minimum use of ICT</li> <li>vii. Untimely supply/distribution of fertilizers and other farm inputs to the selling centres</li> <li>viii. Out-dated marketing Strategy</li> <li>ix. Inability to access potential external resources for development and trade - related activities.</li> <li>x. Training and retraining; and succession replacement programming in TFC are constrained by thin departmental staffing.</li> <li>xi. Inefficient Logistic and Operation mechanism.</li> </ul> <p>High Fixed Cost</p>



<b>Internal Environment</b>	<ul style="list-style-type: none"> <li>ix. Strong clientele base</li> <li>x. Well organised staff; with the required qualifications and skills; wide knowledge and experience in the Agricultural sector</li> <li>xi. Strong trusted brand and good company image</li> <li>xii. TFC has vast knowledge in fertilizer business</li> <li>xiii. TFC has large/Wide distribution network throughout the country</li> <li>xiv. TFC enjoys geographical location of selling centres (Strategically Located)</li> <li>xv. Government support</li> <li>xvi. TFC has Godowns in 6 zones storage of fertilizer.</li> </ul>	<ul style="list-style-type: none"> <li>xii. Lack of adequate working capital</li> <li>xiii. Highly depending on Central Government grant in implementing the Company targets and objectives.</li> <li>xiv. High fixed cost to maintain the big distribution network</li> <li>xv. Heavily reliance on fertilizer as the only selling product</li> <li>xvi. Lack of innovation in dynamic market situation</li> <li>xvii. Limited/Minimum use of ICT</li> <li>xviii. Untimely supply/distribution of fertilizers and other farm inputs to the selling centres</li> <li>xix. Out-dated marketing Strategy</li> <li>xx. Inability to access potential external resources for development and trade - related activities.</li> <li>xxi. Training and retraining; and succession replacement programming in TFC are constrained by thin departmental staffing.</li> <li>xxii. Inefficient Logistic and Operation mechanism.</li> <li>xxiii. High Fixed Cost</li> </ul>
<b>External Environment</b>	<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>i. There is ready market for fertilizer</li> <li>ii. Market growth through introduction of Kilimo Kwanza and irrigation projects</li> <li>iii. More than 80% of the population rely on agriculture for both food and cash crops</li> <li>iv. A stable weather conditions</li> <li>v. Characteristics of Tanzania Soil that necessitate the importance use of fertilizers for better yields of crops</li> <li>vi. Improved roads and infrastructures to site</li> </ul>	<p style="text-align: center;"><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>i. Financing delay and hardship of securing financing facilities</li> <li>ii. Local and global economy (Inflation)</li> <li>iii. Infringement of TFC Brand Name (Brand Dilution)</li> <li>iv. Negative customers perception towards TFC products</li> </ul>

	vii. Government Policies on Agriculture sector	
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## 2.6 PESTEL Analysis

The PESTEL framework is designed to provide management with an analytical tool to identify different macro-environmental factors that may affect business strategies and assess how different environmental factors may influence business performance now and in the future.

The PESTEL framework includes six types of important environmental influences: political; economic; social-cultural; technological; environmental; and legal. These factors should not be seen as independent factors. The PESTEL analysis is provided in *table 5* below.

**TABLE 1: PESTEL ANALYSIS**

Issue	Analysis
<b>Political</b>	<ul style="list-style-type: none"> <li>(i) Political stability of the country helps the Company to do business in a more conducive environment.</li> <li>(ii) Government financial support to the Company is substantial enabling it to accumulate its working capital and be able to perform its daily business operations and implement a good number of projects including rehabilitation of existing storage facilities and construction of new ones.</li> <li>(iii) Industrialisation taking place in the country create more demand for agricultural industrial raw materials and products.</li> <li>(iv) The Government is in support of agriculture sector and transport infrastructure, which are key to the success of the agric. Input and output.</li> <li>(v) Political will of the country to support TFC sector is a intervention in TFC decision-making affects the Company in making initiative business ideas.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>(i) Increase in Foreign Direct Investment is noticeable in most of the Government initiatives.</li> <li>(ii) The issues regarding interest rates, exchange rates and the inflation rate is still a challenge to the Company.</li> <li>(iii) Most farmers use low farming technologies thus a need to gradually encourage use of high technologies in order to improve productivity</li> </ul>
<b>Socio-cultural</b>	<p>Most of farmers are shifting from old farming practice to Morden farming which force the farmers to apply chemical fertilizers in order to boost productivity, although there is negative perception on using chemical fertilizer looking at its impact on food safety and human health when consumed. Socio-cultural environment in our country can affect fertilizer business.</p>

<b>Issue</b>	<b>Analysis</b>
<b>Technology</b>	(i) The Government is working intensely to improve technology especially in the telecommunications and manufacturing industry which lead to cost reduction, quality and innovation, farmers and buyers market information sharing.
<b>Environment</b>	(i) Environmental aspects such as weather, climate, and climate change affect greatly planting and harvesting seasons in different geographic locations which might be a challenge to the fertilizer business.
<b>Legal</b>	(i) The country has comprehensive National agricultural Policy to provide harmonious mechanisms within which players in the sector to operate.

## **2.7 Critical Issues to be addressed**

From the Situation Analysis and Internal and External Environmental Scanning (SWOC, and Stakeholders analysis), TFC has established several critical issues that were considered in the preparation of the current Corporate Strategic Plan (CSP) as follows:

1. Lack of documented Standard Operating Procedures (SOPs).
2. Sustainability and constrained financial resources.
3. Weak compliance enforcement mechanism.
4. Inadequate financial management and accountability system.
5. Inadequate assets management system.
6. Uncertainty of future funding for capital investment
7. Inadequate automation of business processes
8. Lack of publicity and marketing strategies.
9. Lack of Resource mobilization strategy
10. Efficiency and effectiveness of information systems
11. To improve social security benefits and pension administration
12. Maintain and develop sustainable human resource capacity to ensure quality service delivery to the public

## **2.8 Strategic Response**

To deliver on the mandate, TFC must transform itself. We are restructuring and resourcing ourselves to ensure that we can deliver on the commitments while appropriately engaging impacted communities. We are developing and refining business processes to make the entity more efficient, enabling us to do more with less. TFC strategy explores the current situation highlighted in the environmental analysis and the entity's current operating environment. The strategy further advocates that the entity must move from a short-term, cost-oriented perspective to sustained delivery of stakeholder and customer expectations that is, "Shift from Conformance to Performance". This requires a move from focusing on governance compliance to ongoing measurement of performance utilizing live data and ICT as an enabler.

TFC intends to move towards agreed long-term measures of continuous increase in stakeholder value through measuring performance from goal, objective, strategy to activity level and finally a move from focusing on organizational structure to operating model with a clear understanding of the organizational value chain including customer needs, inputs, activities, outputs and meeting customer expectations.

## CHAPTER THREE: THE PLAN

### 3.0 Introduction

This plan follows earlier planning efforts, and has benefited from the experience gained and lessons learned from previous Tanzania Fertilizer Company Limited (TFC) Strategic Plan 2018/2019 – 2023/24, the Ministry of Agriculture Strategic Plans for 2008-2011 and 2013-2015, Government Programmes in agricultural sector as stipulated in five-years development plan III together with AU and SADC fertilizer nutrients consumption recommendations as well as Agriculture sector development Programme phase II (ASDP II). The chapter presents the Company's Plan to be implemented and realized within the remaining period of two years commencing from 2024/25 to 2025/26. It outlines the TFC vision, mission, core values, and functions within which this Plan is built upon. Furthermore, the chapter details set objectives to be achieved, strategies, targets and outcome indicators.

### 3.1 Vision

The vision constitutes the TFC greater aspiration underlying the objectives and target of the Strategic plan.

#### **Vision Statement**

*To be a leading and reliable provider of Fertilizers and other Agricultural inputs in Tanzania across neighbouring countries addressing diverse crops and soil demands*

### 3.2 Mission

TFC's mission is a road map which is based on its mandate provided in its MEMARTS.

#### **Mission Statement**

*To provide timely the right and economically viable solutions to soil fertility and crops nutrients needs for farmers in Tanzania*

### 3.3 The Core Values of Tanzania Fertilizers Company

The implementation of the strategic plan for TFC shall be guided by 6 major core values that constitute what the company values most. The formulated core values shall lead the company staff to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite guiding principles for effective and efficient service delivery in the company.

#### **(i) Team work spirit**

Tanzania fertilizer Company should manage itself through a participatory style, involving its internal and external stakeholders in decision-making processes. Should work in a team to increase effectiveness and efficiency. All staff and members of the company put their personal agendas and interests aside to save their needs of its institution needs and those customers and clients.

**(ii) Transparent and accountability**

Every person should be accountable for his/her decisions and action, ensuring transparency of process, structure, and communication. All financial matters should be open to all staffs and other stakeholders. All financial transactions are liable for auditing and investigation.

**(iii) Professionalism and innovations**

Company staffs should take in mind that knowledge will never be complete and this can be realized through collaborative and continuous learning from other organizations and institutions. The company should foster creativity that fosters inventiveness among staff for the development of the farmers community. The company should come up with interventions that strive to bring about long-term change to the entire fertilizer production and distribution eco system. The company should strive to embrace new technologies and innovative methods of doing business and contributing to reduction of agriculture input costs.

**(iv) Recognition of the employees' contributions**

The company should recognize and appreciate all staff with outstanding performance in service delivery. There should be fair treatment among staff in the promotion and praise awards.

**(v) Fairness, equity, and Customer focused**

All staff should perform their functions without favouritism, all discrimination against some customers. All staff should avoid all forms of nepotism in terms of sex, religion, political ideology, race, and tribalism in service delivery. All staff should not be biased in political affiliation during service delivery. All functions of the company should be fair to everybody without profit conscious.

(vi) **Loyalty to the Government:** The Company will always adhere and implement Government directives.

**3.4 Functions of the Company**

Tanzania Fertilizer Company Limited (TFC) was established on July 6, 1968 under the Companies Ordinance CAP 212 which is currently known as the Companies Act 2002 CAP 212; The Tanzania Fertilizer Company Limited (TFC) is under the Board of Directors and its primary responsibilities include: -

- (i) Manufacturing/Blending, Importing, distributing and selling all types of fertilizers and other Agricultural inputs used in the country
- (ii) To help provide expert information related to the production, quality and levels of fertilizers in the country and abroad; and
- (iii) Collaborating with research institutions in conducting research on fertilizer issues and other agricultural inputs in this country;

- (iv) Partnerships with local research and agronomy institutes to facilitate the dissemination of research results
- (v) Conduct surveys to collect data on current agronomic practices and farmers' behaviors towards new products/solutions. The aim is to develop adapted, affordable and scalable solutions for farmers.

### 3.5 Strategic objectives

In the next cycle of two years from 2024/25 to 2025/26 the Company will endeavor to achieve the following five (05) strategic objectives. Each strategic objective is explained and their corresponding Strategic Plan matrix (targets and implementing strategies) is attached in Appendix 1

<b>Objective A:</b>	Intervention and Prevention of HIV/AIDS and Non-Communicable Diseases (NCDs) Programs at work place strengthened;
<b>Objective B:</b>	Internalization of the National Anti-corruption Strategy and Action plan Enhanced
<b>Objective C:</b>	Mechanism for Supply of fertilizer and other Agriculture input enhanced
<b>Objective D:</b>	Institutional capacity to deliver services strengthened
<b>Objective E:</b>	Organizational industry Reputation enhanced
<b>Objective F</b>	Financial resources mobilization and management enhance

The first two objectives will be devoted to address cross cutting issues related to HIV/AIDS and NCDs as well as issues of good governance and anti-corruption. The remaining third, fourth and fifth objectives intended to address core mandate of the Company, Enhancing Institutional capacity to deliver services by improving working environment, human capital and staff welfare. The focus is on renovation of infrastructure, improvement of staff incentives and development of human capital through long and short courses. The last objective intends to boost internally generated revenues through introduction of various projects and fundraising strategies.

#### 3.5.1 Objective A: Intervention and Prevention of HIV/AIDS and NCDs Programmes at work place strengthened

##### Rationale

A robust and healthy workforce is indispensable for the success of any organization, considering that human capital plays a pivotal role in coordinating other factors of

production. Unfortunately, the prevalence of challenges such as HIV & AIDS, Non-communicable Diseases (NCD), and other public health emergencies has dealt a significant blow to the labor force, leading to prolonged illness and, in some cases, fatalities. Consequently, this has had adverse effects on efficiency, effectiveness in production, and service delivery. The impact of HIV & AIDS, Non-communicable Diseases (NCD), and public health emergencies is evident in the time spent on attending treatments, resulting in days off and minimal output even when an employee is on duty. This not only translates to time lost and reduced productivity but also bears financial implications for the organization in terms of the cost of care and treatment for ailing staff. It is, therefore, crucial to implement measures to halt the spread of HIV/AIDS and other communicable diseases while providing essential support services to those living with HIV/AIDS. Encouraging informed lifestyle choices for a healthier living is also paramount. TFC remains committed to promoting HIV/AIDS awareness programs within the workplace to mitigate its spread and enhance the provision of care, attention, and support for individuals living with HIV/AIDS. Therefore, this objective intends to institute measures to reduce risks on HIV/AIDS infections and NCDs through creating awareness and providing supportive services. This commitment is driven by specific strategies and targets.

### **Strategies**

- (i) Raising awareness on HIV/AIDS and NCDs;
- (ii) Providing palliative care and supportive services
- (iii) Improve mechanism for control against the spread of HIV and STIs
- (iv) Improve preventive services for noncommunicable diseases
- (v) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS

### **Service Output(s)**

- (i) Awareness level on HIV/AIDS, non-communicable diseases and public health emergencies increased;
- (ii) Care and support to staff affected with HIV/AIDS and chronic non-Communicable diseases provided;
- (iii) Public health emergencies controlled.

### **Targets**

- (i) HIV/AIDS seminars increased from 2 to 10 by June, 2026;
- (ii) NCDs seminars increased from 2 to 10 by June, 2026;
- (iii) Five (5) internal sports bonanzas held by June 2026;
- (iv) Staff with HIV/AIDS supported by 100 percent by June, 2026

### **Outcome Indicators**

- (i) Number of staff sensitization seminars and trainings on HIV/AIDS, NCDs and public health emergencies conducted;
- (ii) Number of staff sensitization seminars or sessions on the importance of healthy living held;



- (iii) Number of peer educators equipped with behavior change.
- (iv) Number of protective gears distributed (e.g., male and female condoms, sanitation facilities, etc.).
- (v) Number of PLWHA and other chronic diseases supported.
- (vi) Measures taken to respond to public health emergencies
- (vii) Number of internal guidelines issued to deal with public health emergencies
- (viii) Number of voluntary tests to TFC staff

### **3.5.2. Objective B: Internalization of the National Anti-corruption Strategy and Action plan Enhanced**

#### **Rationale**

The National Anti-Corruption Strategy and Action Plan Phase IV 2023-2030 (NACSAP IV) aims at reducing corruption by improving transparency and accountability. TFC as a public entity is not exempted from this national challenge and leveraging good governance in the delivery of public services is critical in restoring citizens' faith in the government. Therefore, NACSAP IV has been incorporated this Strategic Plan due to the nature and scope of the business of the TFC that include transactions between parties that are prone to unethical behaviors such as corruption. The Office will uphold the rule of law, democracy, efficiency, predictability, openness, and comprehensiveness by promoting good governance and accountability, thus minimizing corruption and other unethical practices at all levels.

#### **Strategies**

- (i) Conduct sensitization seminars, training and awareness creation on the modes, types and effects of corruption as related to the TFC roles and function;
- (ii) Placement of posters and distribution of brochures on the fight against corruption;
- (iii) Strengthen systems and institutional ethics, accountability and transparency.
- (iv) Intensify gender mainstreaming.

#### **Service Output**

- (i) Anti-Corruption strategy at work place implemented.

#### **Target**

- (i) Ten anti-corruption awareness campaigns conducted by June, 2026
- (ii) Number of complaints maintained at zero by June, 2026
- (iii) Two (2) corruption monitoring mechanisms (questionnaire and suggestion box) established and maintained by June, 2026
- (iv) A proportion of female staff increased from 24% to 40% by June, 2026
- (v) Five (5) gender awareness campaigns conducted by June, 2026

## **Outcome Indicators**

- (i) Number of complaints against corruption reported;
- (ii) Number of integrity committee meetings conducted;
- (iii) Number of staff trained on prevention and combating of corruption and unethical behaviors
- (iv) Result of assessment Index on transparency, accountability and corruption in the public sector.

### **3.5.3 Objective C: Mechanism for Supply of fertilizer and other Agriculture input enhanced**

#### **The Rationale;**

#### **Rationale**

TFC has a mandate to manufacture, Importing, distributing and selling fertilizers and other types of agricultural inputs to famers in Tanzania, To help provide expert information related to the production, quality and levels of fertilizers in the country and neiboughring countries; and collaborate with research institutions in conducting research on fertilizer issues and other agricultural inputs in the country, Although the Company purchased and distributed more than 25,000 Metric tons of fertilizer in the past one year, there still exists a pressing need to continue purchasing fertilizer to meet farmers demand which is currently more than 800,000 MT per year.

The capacity to Import and sell all types of fertilizer and other types of agricultural inputs which are used in the country need an adequate Capital, Supportive Logistics, ICT infrastructure, Storage facilities, Professional marketing personnel and Good Monitoring and evaluation systems. Furthermore, the Company needs to maintain the achievements made so far while at the same time developing new supply mechanism to pave a way toward becoming number one importer and seller of all types of fertilizer and other agriculture input in the Country. Specifically, this objective seeks to address the challenges of high price of fertilizer and other agriculture input and ensure steady supply of quality fertilizers which are needed in the country throughout the year. Therefore, implementing this objective will enable TFC serve the purpose of helping farmers increasing productivity by applying the required fertilizer at the right time. In order to achieve the objective, the following strategies will be adopted.

#### **Strategies**

- (i) Enhance quality and quantity fertilizer and other agriculture inputs.
- (ii) Timely availability of adequate working capital
- (iii) Ensure availability of fertilizer and other agriculture inputs in six (6) zones.
- (iv) Establish effective logistic system.
- (v) Enhance steady supply of fertilizer and at the affordable price.

## **Service Output**

- (i) Quality of the fertilizer product, stakeholder satisfaction and TFC performance is enhanced

## **Targets**

- (i) Requisition, handling and sales of fertilizer increased from 100,000 MT to 300,000 MT by 2026
- (ii) Company Sales and Market share of fertilizer in all region increased from 40% to 60% by June, 2026
- (iii) Supply of fertilizer in six zones increased from 35% to 50% by June 2026

## **Outcome Indicators**

1. Number of tones of fertilizer sold
2. % of needed working capital obtained
3. Quantity and quality of fertilizer sold
4. % share of all fertilizers in all six zones
5. Optimum price of fertilizers Provided

### **3.5.4 Objective D: Institutional capacity to deliver services strengthened**

#### **Rationale**

Institutional capacity is a fundamental aspect for effective delivery of quality services. During the implementation of the previous Strategic Plan, several efforts of improving service delivery were made including equipping staff with relevant skills; provision of basic working facilities; reviewing existing policies, regulations and guidelines; and provision of statutory requirements. Despite these efforts, the Company is still facing some challenges including inadequate capacity in terms of human resources; Office infrastructure and other basic working facilities. This objective intends to improve working environment and human resources capacity; review existing and develop new policies/regulations and enhancing ICT management systems.

#### **Strategies**

- (i) Develop human resources capacity
- (ii) Improve social welfare services
- (iii) Improve infrastructure, facilities and equipment
- (iv) Strengthen mechanism for enhancing adherence to good governance principles
- (v) Enhance coordination and engagement of division and unit
- (vi) Develop, upgrade and maintain ICT infrastructures

#### **Targets**

- (i) Number of permanent staff increased from 33 to 70 by June, 2026
- (ii) Thirty-five staff trained in relevant fields by June 2026
- (iii) Staff welfare facilitated at 100% by June, 2026
- (iv) About 90% of ICT infrastructures, equipment and facilities installed and maintained by June 2026
- (v) Cleaning and Security services maintained at 100% by June 2026
- (vi) Company advocacy and public awareness improved by June,2026
- (vii) All meetings conducted annually by 100% as per company calendar by June,2026
- (viii) Staff performance appraisal conducted to all Employees by June 2026
- (ix) Formation of three Board Committee formed by June 2026

- (x) Legal Compliance in fertilizer industry enhanced by June,2026
- (xi) Monitoring and Evaluation functions implemented by June,2026
- (xii) All Statutory committee meeting conducted annually by June,2026
- (xiii) Human Resources and Administrative functions facilitated by June, 2026

#### **Outcome indicators**

- (i) Customer satisfaction
- (ii) Staff performance
- (iii) No. of permanent staff employed
- (iv) No of Statutory committee meeting per year
- (v) Number of ICT systems developed and installed
- (vi) % use of ICT in Company operations
- (vii) No of equipment and other working gears purchased
- (viii) No of working manuals reviewed
- (ix) No. of staff attended trainings
- (x) % of Staff performance appraisal conducted
- (xi) No. of eligible staff promoted
- (xii) No of Board Committee formed

### **3.5.5 Objective E: Financial resources mobilization and management enhanced**

#### **Rationale**

In the past two years the Company has mobilized financial resources from the government as the working capital following many years of not operating smoothly. Over 98% of the Company plans and Budgets are financed by the government through provision of grants. The overdependence on the central government has implication on timely implementation of the planned activities in case the government fail to contribute towards the Company revenues for one reason or another. This objective intends to strengthen financial resources mobilization and management; enhancing monitoring and evaluation and to innovatively introduce new projects that will boost internally generated revenues and thus lead to financial sustainability in the near future.

#### **Strategies**

- (i) Diversify revenue sources
- (ii) Strengthen financial management
- (iii) Enhance mechanism for monitoring and evaluation
- (iv) Establishing and implementing disaster risk mitigation strategies

#### **Targets**

- (i) Compliance to Finance and Budget Acts attained by 100% by June, 2026
- (ii) Compliance to PPRA standards increased from 80% to 95% by June, 2026
- (iii) Six (06) Investment projects established by June 2026
- (iv) Fundraising strategy reviewed by June 2026
- (v) Three (03) bankable/ Fundable projects secured by June 2026
- (vi) Three (3) Public Private Partnership (PPP) project developed by June 2026
- (vii) Two (02) performance reviews of Strategic Plan conducted by June 2026
- (viii) All God owns in six (06) zones renovated and other new two (02) God owns constructed by June 2026

- (ix) Revenue collection from internal sources increased from 5.0 billion to 15 billion by June 2026

### **Outcome indicators**

- (i) Revenue collected
- (ii) Percentage of Unqualified Audit Opinion
- (iv) Financial Reports prepared on time
- (v) Unqualified Financial reports
- (vi) No. of PPP project established
- (vii) No of godowns Rehabilitated and constructed

### **3.5.6 Objective F: Organizational industry Reputation enhanced**

#### **Rationale**

The strategic intent of this objective is to increase public trust, brand awareness and improve company reputation among stake holders. TFC believes that well managed brand will contribute to increased sales and Company profitability parallel to increased public trust and reliability.

The company reputation is critical. TFC can play an instrumental role in ensuring that the key audiences in Tanzania and beyond borders are sufficiently informed about the goals and the accomplishments of the company, so that they can be supportive of its aims and positions on critical issues.

#### **Strategies**

1. Development and Implementation of effective Marketing and communication strategy
2. Development and Implementation of stakeholders outreach initiatives
3. Creation of stakeholders advisory panel
4. Marketing and sales initiatives

#### **Service Output (s)**

1. Company Brand Awareness is enhanced
2. Customer satisfaction scored is improved
3. Relationship with stakeholders improved

#### **Targets**

1. To release 10 Communication Documents by June 2026
2. 100% of Customers served by our Company satisfied by June 2026
3. 15 community event-based activities conducted by June,2026
4. Company Sales and Market share of fertilizer in all region increased by 30% by June, 2026
5. Marketing and Communication strategy improved by June 2025

#### **Key Performance Indicators**

1. No. Of communication released in a year
2. % of satisfied customers
3. No. Of community-based activities conducted
4. % Increase in sales
5. Number of requisitions

**TABLE 6: RESULTS FRAMEWORK MATRIX**

Objective CODE	Strategies(s)	Objectives	Target (s)	Key Performance Indicators		Responsible Division/ Unit
				Output Indicator	Outcome Indicator	
A	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Intervention and Prevention of HIV/AIDS and Non-Communicable Diseases (NCDs) Programs at work place strengthened	(i) HIV/AIDS seminars increased from 2 to 10 by June, 2026	(i) No. of Seminars Conducted	(i) Non communicable diseases prevalence rate.  (ii) HIV prevalence rate.  (iii) HIV Infection Rate.	HRAM
			(iv) Staff supported with HIV/AIDS protective gears	(ii) Number of protective gears distributed (e.g., male and female condoms, sanitation facilities, etc.).		HRAM
			(iv) Staff with HIV/AIDS supported by 100 percent by June, 2026	Number of PLWHA and other chronic diseases supported.		HRAM
			(iii) Five (5) internal sports bonanzas held by June 2026;	No. of internal sports bonanzas conducted		HRAM
B	(i) Conduct sensitization seminars, training and awareness creation on the modes, types and effects of corruption as related to the TFC roles and function	Internalization of the National Anti-corruption Strategy and Action plan Enhanced	(i) Ten anti-corruption awareness campaigns conducted by June, 2026	(i) Number of complaints against corruption reported	(i) Rate of corruption incidences at workplace.	HRAM
			(ii) Number of complaints maintained at zero by June, 2026	(ii) Number of integrity committee meetings conducted	(ii) Community perception on corruption incidences among staff in public institutions	

Objective CODE	Strategies(s)	Objectives	Target (s)	Key Performance Indicators		Responsible Division/ Unit
				Output Indicator	Outcome Indicator	
			(iii) Two (2) corruption monitoring mechanisms (questionnaire and	(iii) Number of staff trained on prevention and combating of corruption and un-ethical behaviors		
C	(i) Enhance quality and quantity fertilizer and other agriculture inputs.	Mechanism for Supply of fertilizer and other Agriculture input enhanced	(i) Requisition, handling and sales of fertilizer increased from 100,000 MT to 300,000 MT by 2026	(ii) Number of tones of fertilizer sold  (iii) % of needed working capital obtained  (iv) Quantity and quality of fertilizer sold	The use of fertilizers in the community	DBO
	(ii) Enhance steady supply of fertilizer and at the affordable price.		(v) Company Sales and Market share of fertilizer in all region	(i) % share of all fertilizers in all six zones  (ii) Optimum price of		

Objective CODE	Strategies(s)	Objectives	Target (s)	Key Performance Indicators		Responsible Division/ Unit
				Output Indicator	Outcome Indicator	
			increased from 40% to 60% by June, 2026	fertilizers Provided		
	(iii) Ensure availability of fertilizer and other agriculture inputs in six (6) zones.		(iii) Supply of fertilizer in six zones increased from 35% to 50% by June 2026	% increase of supply of fertilizer in six zones	Access to quality fertilizers among the farmers	DBO
	(iv) Establish effective logistic system.		(iv) One fertilizer Blending Plant built by June, 2026	(v) No of Blending Unit Built	Availability of fertilizer in the country increased	DBO
D	(i) Develop human resources capacity (ii) Improve social welfare services (iii) Improve infrastructure, facilities and equipment (iv) Strengthen mechanism for enhancing adherence to good governance principles	Institutional capacity to deliver services strengthened	(i) Number of permanent staff increased from 33 to 70 by June, 2026	No of staff employed	Customer satisfaction	HRAM
			(ii) Thirty-five staff trained in relevant fields by June 2026	No of staff attended training		HRAM
			(iii) Staff welfare facilitated at 100% by June, 2026	Staff Performance		HRAM
			(iv) About 90% of ICT infrastructures, equipment and	% of ICT Infrastructure installed		Adherence to national



Objective CODE	Strategies(s)	Objectives	Target (s)	Key Performance Indicators		Responsible Division/ Unit
				Output Indicator	Outcome Indicator	
	(v)Enhance coordination and engagement of division and unit (vi)Develope, upgrade and maintain ICT infrastructures (vii)Develop human resources capacity		facilities installed and maintained by June 2026		environmental laws and principles.	
			(v)Cleaning and Security services maintained at 100% by June 2026	Existence of Clean and Safety environment		
			(vi)Company advocacy and public awareness improved by June,2026	Number of publicity events, Number of documentaries/publications produced.	Rate of Public Access to Company information	PRM
			(vii)All meetings conducted annually by 100% as per company calendar by June,2026	No of equipment and other working gears purchased	Staff performance	HRAM
			(viii)Staff performance appraisal conducted to all Employees by June 2026	No of working manuals reviewed	Staff performance	HRAM
			(ix)Legal Compliance in fertilizer industry enhanced by June,2026	% of government regulations and ethical standard attained	Community adherence to ethical Standards	ML
			(xii)Monitoring and Evaluation functions implemented by June,2026	Availability of M&E plan and Frame work	Audit Opinon	MM&E

Objective CODE	Strategies(s)	Objectives	Target (s)	Key Performance Indicators		Responsible Division/ Unit
				Output Indicator	Outcome Indicator	
			(xiii) Human Resources and Administrative functions facilitated by June, 2026	% of task completed on time	Staff performance	HRAM
E	(i) Diversify revenue sources (ii) Strengthen financial management (iii) Establishing and implementing disaster risk mitigation strategies (iv) Enhance mechanism for monitoring and evaluation	<b>Financial resources mobilization and management enhanced</b>	Compliance to Finance and Budget Acts attained by 100% by June, 2026	Percentage of Unqualified Audit Opinion	Adherence to national financial policy and Budget Act	
			(i) Compliance to PPRA standards increased from 80% to 95% by June, 2026	Percentage of Unqualified Audit Opinion	Adherence to national Procurement laws and principles.	MPU
			(ii) Six (06) Investment projects established by June 2026	No of investment project established	Company investments	MFP BDO
			(iii) Fundraising strategy reviewed by June 2026	No of Investment project established	Company investments	MFP BDO
			(iv) Three (03) bankable/ Fundable projects secured by June 2026	No of bankable project established	Company investments	MFP DBO
			(v) Three (3) Public Private Partnership (PPP) project developed by June 2026	PPP project established	Company investments	MFP DBO

Objective CODE	Strategies(s)	Objectives	Target (s)	Key Performance Indicators		Responsible Division/ Unit
				Output Indicator	Outcome Indicator	
			(vi)Two (02) performance reviews of Strategic Plan conducted by June 2026	Reviewed CSP on place	Adherence to National Plan and Budget Guidelines	MFP DBO
			(vii)All God owns in six (06) zones renovated and other new two (02) God owns constructed by June 2026	No of God owns renovated and newly constructed	Storage Capacity	DBO
			(viii)Revenue collection from internal sources increased from 5.0 billion to 15 billion by June 2026	Amount of internal revenue collected	Company investments	MFP
F	(i)	(i) Development and Implementation of effective Marketing and communication strategy	(i)10 Communication Documents released by June 2026	No of document released	Rate of Public Access to Company information	DBO
			(ii)100% of Customers served by our Company satisfied by June 2026	% of customer satisfaction	Company % Market share	DBO
	(ii)	(ii) Development and Implementation of stake	(iii)15 community event-based activities conducted by June,2026	No. of community event conducted	Company % Market share	DBO

Objective CODE	Strategies(s)	Objectives	Target (s)	Key Performance Indicators		Responsible Division/ Unit
				Output Indicator	Outcome Indicator	
	holders outreach initiatives (iii) Creation of stake holders advisory panel		(iv) Company Sales and Market share of fertilizer in all region increased by 30% by June, 2026	% Increase of Market share	Company % Market share	DBO
	(iv) Marketing and sales initiatives		(v) Marketing and Communication strategy improved by June 2025	% Increase of Market share	Company % Market share	BDO

## CHAPTER FOUR

### IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

#### 4.1 Introduction

Result framework shows how the long-term results predicted in the strategic plan will be measured as well as the benefits that will accrue to the company's clients and other stakeholders. It defines the linkage between company's objectives and intermediate and long-term outcomes. The plan further describes the Result Chain; the Result Framework Matrix, Monitoring Plan; Planned Reviews; Rapid Appraisal Plan, and the Evaluation Plan. Generally, the plan shows the relationship between Results Framework, Results Chain, Monitoring, and Evaluation.

#### 4.2 Development Objectives

The development objective of Tanzania Fertilizer Company is producing, storing, importing, distributing and selling all types of fertilizer and other Agricultural inputs used in the country

#### 4.3 Result Chain

Execution of the Company's strategic plan shall result into practical outcomes of a theory of change through the result chain. The result chain consists of impact, outcomes, outputs, activities, and inputs that broadly contribute to the achievement of the Company's vision. There shall be a causal relationship between inputs that shall enable implementation of various activities derived from plan targets which shall trigger towards achieving strategic objectives (outcomes); in totality, these shall contribute to bringing the impact of sustainable development of the farmers. The basic assumption is that there is a linkage in various elements within the chain. Inputs (utilization of resources) will lead to the implementation of activities that will contribute to the achievement of desired outputs that shall trigger the achievement of outcomes that shall bring a long-term impact to the farmers. Therefore, this chain of results will justify the use of government resources in various interventions.

#### 4.4 Monitoring Plan

Monitoring the Company's strategic plan shall provide essential feedback mechanisms within the adaptive management framework to keep the plan dynamic and responsive to changing conditions. Monitoring shall provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of this strategic plan will include both simple observations of the results of planned activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan. Monitoring reports shall be prepared quarterly, semi-annually, and annually and shall be presented by the department of policy and planning at the respective meetings.

Monitoring of this strategic plan shall involve an internal mechanism of systematic collection of data using a specified indicator. This entails periodic follow-up for collecting data using baseline data and indicator target values. The monitoring plan presents the data collection method and analysis; means of verification; and frequency of data collection and reporting.

## 4.5 Rapid Appraisal Plan

The rapid appraisal plan for Tanzania Fertilizer Company Limited describes the rapid studies and assessment that are intended to be conducted for supplying needed information in a timely and cost-effective manner during implementation of the strategic plan.

**Table 7: Rapid appraisal**

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible Person
1.	Capacity assessment	To provide basic information on Company capacity to purchase, Store and Distribute and sell fertilizer throughout the country.	<ul style="list-style-type: none"> <li>(i) What are the financial and human resource capital of the company to allow it to purchase, store, distribute and sell fertilizer?</li> <li>(ii) To what extent are the customers satisfied with TFC service?</li> <li>(iii) How does the Company measure its ability of service delivery?</li> <li>(iv) What is the current status of employees in terms of adequacy, qualifications and their performance?</li> <li>(v) How many contractual staff does Company has?</li> <li>(vi) What is the current financial position of the Company?</li> </ul>	<ul style="list-style-type: none"> <li>(i) Survey</li> <li>(ii) Desk review</li> </ul>	Annually	DG DBO HRAM DCS MFP

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible Person
			<p>(vii) What is the ability of Company to generate revenues?</p> <p>(viii) How capable the Company is managing and mobilizing financial resources</p>			
2.	Availability of Storage and office infrastructures and equipments	To determine available storage, office infrastructures and equipment and status of implementation	<p>(i) What are the basic working facilities required?</p> <p>(ii) To what extent employees are equipped with basic working facilities?</p> <p>(iii) How many god owns and offices have been available in proportional to the required ones?</p> <p>(iv) To what extent ICT facility has improved performance?</p> <p>(v) To what extent security has improved?</p> <p>(vi) To what extent cargo transport mechanism has improved?</p>	<p>(i) Interview</p> <p>(ii) Direct observation</p> <p>(iii) Desk review</p>	Annually	<p>DG</p> <p>ICTM</p> <p>DBO</p> <p>DCS</p> <p>HRAM</p> <p>DCS</p>

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible Person
3	Visibility of a Company	To assess performance of the Company in terms of visibility, partnership and networks	<ul style="list-style-type: none"> <li>(i) Which are the marketing strategies in place?</li> <li>(ii) To what extent Company is visible in the social networks?</li> <li>(iii) How is company is related to various stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>(i) Documentary</li> <li>(ii) Interview</li> <li>(iii) Direct observation</li> </ul>	Annually	DG DCS HRAM PRM
4	Assessment of CAG Annual report	Percentage of Unqualified Audit Opinion	Assessment of the demonstration true and fair views of audit opinion	Desk Review of CAG Annual Audit Report -Checklist -Observation	Annually	CIAM
5.	Feasibility study for investment and developments projects	Number projects and investment opportunities	Developing sound projects and investment proposals which are financial and economic viable	Survey Literature review Baseline data collection Focus group discussion	Annually	MFP



## 4.6 Evolution Plan

The evaluation plan consists of the evaluation studies to be conducted during the strategic plan cycle, description of each study, methodology and instrument that shall be used, timeframe, responsible department/units, and the output of the evaluation studies. The evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. During the evaluation, performance indicators (outcome indicators) or evidence that shows the extent of the strategic plan implementation progress shall be used. These will be a base to determine the success or failure of the plan. Moreover, these will help in collecting useful data and in the search for required evaluation tools and information sources. Performance indicators (outcome indicators) as a unit of success will be both quantitative (Number of people served with a particular service and number of services delivered) and qualitative such as positive or negative feedback, problems, complaints, and comments.

**Table 8: Evaluation Plan**

S N	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1.	Tracking progress on the Implementation of Company Planned activities	Assess achievements of planned objectives	(i) To what extent planned objectives have been achieved? (ii) What challenges were encountered? (iii) What are the required interventions	(i) Methods: Interview, Focus Group Discussion, Documentary review and Observation (ii) Instruments: Questionnaire, Checklist, (iii) Suggestion Box,	June, 2026	MFP
2	Impact of initiatives conducted to enhance Purchasing, Storing, Distributing and selling activities	Assess the extent of improvement on Purchasing, Storing, Distributing and selling Mechanism.	(i) What is status of storage facilities? (ii) Is there any improvement? (iii) What is the status of purchasing, Transporting and selling? Are they increasing or decreasing? (iv) What is the status of market share? Are they increasing or decreasing?	(i) Survey (ii) Direct observation (iii) Review reports	June, 2026	DBO MM MM&E
3	Exploration of diversification potentials available in fertilizer sector and other	Assess the extent of exploration of potential in agriculture inputs	(i) What new agric. input have been added? (ii) What is the contribution of	(i) Survey (ii) Direct observation (iii) Review report	June, 2026	DG DBO  MM

S N	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
	agriculture inputs		<p>added product?</p> <p>(iii) What challenges have been faced in introducing new Product?</p>			
4	Mobilization of financial resources	Asses the capacity of the company to mobilize and manage resources	<p>(i) What is the status of implementation of Company investment plans?</p> <p>(ii) Are all planned financial mobilization interventions implemented?</p> <p>(iii) What is the amount of fund accrued outside government budget?</p> <p>(iv) Is there efficient financial management system?</p> <p>(v) What is a level of compliance to Financial, Budget and Procurement Acts?</p> <p>(vi) How is the status of PPRA annual evaluation score and audit opinion?</p> <p>(vii) What is the performance of implemented projects?</p>	<p>(i) Survey</p> <p>(ii) Review report</p> <p>(iii) Field visit</p>	June, 2026	DBO DG MFP
5	Company capacity to deliver services	Asses the Company capacity to deliver services	<p>(i) Does the Company have adequate number of staff? If the answer is no,</p>	Review Company management reports	July, 2022- June, 2026	DRPFA HRAM

S N	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
			<p>what is the strategy for ensuring that staff are adequately made available?</p> <p>(ii) Did the Company staff have adequate working skills? If the answer is no, what is the plan to ensure that Company staff is equipped with adequate working skills?</p> <p>(iii) To what extent the clients are satisfied with services delivered?</p>			

#### 4.7 Review Plan

The company shall conduct a review of the strategic plan in order to remain focused on realizing the core missions, strategic objectives, and targets and therefore stay the course with the vision. Plan reviews shall be triggered by the results of evaluation studies. That is, plan reviews are meant to be responsive to the shortcomings in the course of plan implementation. There shall be minor plan reviews annually, Mid-term reviews after two and half years, and terminal reviews after five years.

**Table 9: Review Plan**

S/No.	Years	Planned Review	Timeframe	Responsible
				Head of the division responsible for planning and coordination
3.	Year 3: 2023/24	Mid-term review	June 2023	
4.	Year 4: 2024/25	Annual Performance Review	June 2024	
5.	Year 4: 2025/26	Final MCC-SP Terminal Review	June 2025	

#### 4.8 Plan Review Meeting

Plan review meetings involve various meetings that will be conducted to track progress on the milestones, activities, and targets/outputs critical for the achievement of the company objectives. It determines the type of meetings, frequency, designation of the chairperson, and participants in each meeting as illustrated in Table 10.

**Table 10: Plan Review Meeting**

No.	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	BOD meeting	4 times annually	Chairpeson	All bod member and Company management Team
2.	Statutory standing committee's	4 times annually	Committeechairperson	BOD members and Company management Team.
3.	Company management team meeting	12 timesannually	Company Director General	All heads of Division andunit staff
4.	Worker's meeting	2 times	Director General	All employees
5.	Division and unit meetings	12 timesannually	Head of divisionand unit	Division and unit staff

#### 4.9 Reporting Plan

Reporting plan provides details that contain the internal and external reporting reports in accordance with statutory requirements, Medium Term Strategic Plan, and Budget Plan Manual or as may be required from time to time. There shall be internal and external reporting plans are detailed in the following sub-sections.

##### 4.9.1 Internal Reporting Plan

There shall be an internal reporting plan to control the periodic internal reporting system during the plan implementation period. In this case, there shall be five internal reports disseminated to a range of committees; these reports include Company progress reports, company audit reports, company fraud and risk management reports, company finance and investment board report and company procurement report

**Table 11: Internal Reporting Plan**

No.	Types of Report	Recipient	Frequency	Responsible Division/ Unit
1	Company quarterlyReports	<ul style="list-style-type: none"> <li>• Management Team,</li> <li>• Board of Directors</li> </ul>	Quarterly	Legal unit
2	Audit Report	Audit Committee,	Quarterly	Internal Audit unit
3	Board of directors' report	Board of members	Quarterly	Legal unit
4	Company Fraud and Risk ManagementReports	Management team	Quarterly	Internal Audit unit
5	Procurement report	Management team	Quarterly	Procurement ManagementUnit

##### 4.9.2 External Reporting Plan

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 5 external reports provided to external organs; these include Company Performance reports, Annual Audited Financial Statements, Fraud and Risk Management Reports, Audit Reports and Procurement Report.

**Table 12: External Reporting Plan**

No.	Types of Report	Recipient	Frequency	Responsible Division/ Unit
1	Performance reports	Ministry of Agriculture	Quartely	Planning and finance unit
2	Annual Audited Financial Statements	Internal audit unit, audit committee and CAG	Annually	Planning and finance unit
3	Company Fraud and Risk Management Reports	CAG	annually	Internal Audit Unit
4	Audit Report	Management team, audit committee, internal Auditor General (IAG) and CAG	Quarterly	Internal Audit Unit
5	Procurement Report	PPRA	Quarterly	Procurement Unit

#### **4.10 Relationship between Results Framework, Results Chain, M&E and Reporting**

##### **4.10.1 Level 1-Inputs**

The first level of the result chain tracks the allocation and use of resources in various activities. Resources available will be reviewed on a weekly, monthly, or quarterly basis and will be reported in the respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, the amount of time dedicated to tasks by staff, and information flow between various levels. Indicators will also focus on time spent in resolving problems, quality and timeliness of decisions, staff timeliness as well as predictability of resource flow, and the alignment of resource 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 Strategic Plan and linkage between activities and outputs. At this level, indicators will focus on processes, activity programming and timeliness of implementation. Activities will be reviewed on weekly, monthly or quarterly basis and will be reported in the respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

##### **4.10.3 Level 3 - Outputs**

The third level of the results chain tracks the realization of the outputs that company produces and which are attributed solely to the company. 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 inform 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 the company 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 report or the five-year outcome report. The annual reports and the five years outcome reports will be based on either sector or specific analytical/ evidence-based studies using national statistics. The reports will focus on benefits delivered to company clients and other stakeholders

## **5.0 RISK MANAGEMENT**

In today's corporate strategic management, the TFC as a whole is required to establish and maintain appropriate systems of internal control and risk management. The system supports strategies as principal guidelines to the process of identifying, treating and managing risks across the entire TFC over the plan period in order to ensure business continuity.

Therefore, there is a need to be aware of and understand significant risks to the entire Office by identifying, mitigating and monitoring these risks as a shared responsibility. The process of identifying, mitigating and monitoring risks has to be guided by the TFC's risk management framework.

Strategic risks identification principles will be enhanced by concrete risk management principles ranging from those that give mandate and commitment to a level of monitoring and reviewing of the framework. The major categories of operational risks are likely to impact the office during the plan have been identified as: strategic, compliance, operational, technical and financial risks which are managed with TFC as stipulated in the TFC's Risk Register

**CHAPTER 5**  
**APPENDIX 1: TANZANIA FERTILIZERS COMPANY ORGANIZATION CHART**

