



**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF LIVESTOCK AND FISHERIES**

TANZANIA LIVESTOCK RESEARCH INSTITUTE (TALIRI)

**MEDIUM TERM STRATEGIC PLAN
2021/2022 TO 2025/2026**

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LIST OF ABBREVIATIONS

ASARECA	Association of Agricultural Research in Eastern and Central Africa
ARC	Agricultural Research Council (South Africa)
ASDP	Agriculture Sector Development Programme
ASDS	Agriculture Sector Development Strategy
AU-IBAR	African Union Inter-African Bureau for Animal Resources
CA	Chief Accountant
CAADP	Comprehensive Africa Agriculture Development Program
CCARDESA	Centre for Coordination of Agricultural Research and Development in Eastern and Southern Africa
CIA	Chief Internal Auditor
CIAT	International Centre for Tropical Agriculture
CORDEMA	Client Oriented Research and Development Management
COSTECH	Tanzania Commission for Science and Technology
CSOs	Civil Society Organizations
DCS	Director of Corporate Services
DLR	Director of Livestock Research
EAAPP	East Africa Agricultural Productivity Project
eGA	Electronic Government Agency
HIAU	Head of Internal Audit Unit
HICS	Head of Information and Communication Technology and Statistics
HLSU	Head of Legal Service Unit
HPMU	Head of Procurement Management Unit
HPRM	Head of Public Relations and Marketing Unit
ICT	Information Communication Technology
ICARDA	International Centre for Agricultural Research in Dryland Areas
IFAD	International Fund for Agricultural Development
ILRI	International Livestock Research Institute
ITOCA	Information Training and Outreach Centre for Africa
KALRO	Kenya Agricultural and Livestock Research Organization
LGAs	Local Government Authorities
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania

MLF	Ministry of Livestock and Fisheries
MJNUST	Mwalimu Julius Nyerere University of Science and Technology
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategy Plan
TALIRI	Tanzania Livestock Research Institute
NM-AIST	Nelson Mandela African Institution of Science and Technology
NSGRP	National Strategy for Growth and Reduction of Poverty
OPRAS	Open Performance Review Appraisal System
PCSA	Principal Computer System Analyst
PLO	Principal Legal Officer
PSO	Principal Supplies Officer
PO-RALG	President's Office, Regional Administration and Local Government
SRUC	Scottish Rural College (University of Edinburgh)
SUA	Sokoine University of Agriculture
SWOC	Strengths, Weaknesses, Opportunities, and Challenges
TSAP	Tanzania Society of Animal Production
TVA	Tanzania Veterinary Association
TVLA	Tanzania Veterinary Laboratory Agency
UZ	University of Zambia
ZDs	Zonal Directors
TEAGASC	The Agriculture and food development authority of Ireland
BTUI	Board of Trustees of the University of Illinois USA
USA	United States of America

POLICY STATEMENT OF THE BOARD CHAIRPERSON

This is the third Medium Term Strategic Plan (MTSP) since the establishment of Tanzania Livestock Research Institute (TALIRI) in 2012. The MTSP provides an overview of the achievements of the first and the second Plan and restates the mandate, vision and mission with related strategies required to achieve the planned objectives. The development of the third MTSP is aligned to Tanzania's Development Vision 2025; the National Five Years Development Plan III 2021/2022 to 2025/2026; the National Livestock Policy 2022 (To be Launched soon); the Tanzania Livestock Modernization Initiative (TLMI 2015-2021); the Tanzania livestock Master Plan (2020-2025); the Agricultural Sector Development Plan Phase III (ASDP III); The Livestock Sector Transformation Plan (2022/2023-2026/2027), the Ruling Party Election Manifesto 2020 – 2025 as well as Regional and Global Development Programmes that include Sustainable Development Goals (SDGs) and Comprehensive Africa Agriculture Development Program (CAADP).

Furthermore, the opportunities and challenges that now exist as a result of major changes in the external operating environment were considered in formulating the plan, including the National Agenda on Industrialization. In line with the National Development Vision 2025, the fundamental role of TALIRI is to contribute to the transformation of national economy through improved livestock productivity and commercialization of the livestock sector. It is therefore imperative that the Institute recognizes the enormous opportunities that exist in the domestic, regional and international markets with a view of exploiting them in development and dissemination of research results by involving all key actors along the different livestock value chains.

With its mandate of carrying out livestock research in the country, MTSP 2021/2022 – 2025/2026 will guide TALIRI to provide policy guidance on matters related to livestock research and appropriate allied sciences to LGAs, government departments and other stakeholders who will need the services. In this respect the Institute will play an effective role in organizing, informing, empowering, and enabling the livestock farmers to take advantage of the unfolding opportunities in the economy to enhance their productivity,

income and livelihoods. Therefore, this MTSP will facilitate the Institute to improve performance of its mandate, and therefore, achieving the set objectives.

In a special way, I wish to record sincere thanks to the TALIRI Select Committee on MTSP 2021/2022 – 2025/2026 who did a commendable job in reviewing activities and organizing various meetings related to this task. I equally extend my sincere appreciation to the Management and all staff of the Institute as well as to our stakeholders who in one way or another contributed to the preparation of this Strategic Plan. I look forward to seeing that each and every one of us will find this document as a guide for effective execution of the duties and tasks that will be done based on the Plan. It is my hope too that we shall all abide to our core values of professionalism in ensuring that efficiency and productivity are attained in the livestock sub-sector.

Prof. Sebastian W. Chenyambuga

CHAIRPERSON

TALIRI BOARD

THE STATEMENT OF THE DIRECTOR GENERAL

Livestock research in the country started way back in early 1900s at Mpwapwa by Germans and the research emphasis was on animal husbandry and major livestock diseases. From 1920s to 2012 livestock research was conducted and coordinated under different institutional and organizational set-ups. Due to frequent changes in coordination and inadequate funds for research, livestock research activities were disrupted and therefore the government and other stakeholders recognised the need of having an effective system of undertaking and coordinating livestock research. To this effect the Tanzania Livestock Research Institute (TALIRI) was established by the Parliamentary Act No. 4 of 2012, with a mandate of carrying out livestock research in the country in collaboration with other stakeholders.

In order to accomplish its mandate effectively, there was a need to develop Medium Term Strategic Plan (MTSP). The first MTSP came to an end in the year 2017/2018, and the second MTSP came to an end 2021/2022. TALIRI has developed a third Medium Term Strategic Plan that will cover five years (2021/2022 – 2025/2026) and it contains four chapters as follows; i) Chapter one describes the background, purpose, approach and layout of the plan, ii) Chapter two covers the Situation Analysis comprising the previous vision and mission of the Institute, analysis of Performance of the second Medium Term Strategic Plan that covered a period from July 2018 to June 2022, SWOC Analysis, Stakeholders' Analysis, Recent Initiatives and Critical Issues, iii) Chapter three covers the Plan containing Vision and Mission Statements, Core Values, Objectives, Strategies, Targets and Performance Indicators, and iv) Chapter four covers results framework which provides for Monitoring and Evaluation, anticipated risk and their mitigation measures and *Link between* TALIRI SP with Other National Frameworks.

This MTSP was prepared in accordance with the Medium-Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. Preparation of this MTSP was done in a participatory approach involving TALIRI staff, experts from the President's Office - Public Service Management, MLF and other stakeholders. In addition, references were made to the National, regional and global plans, Programmes, Policies and Strategies. In this context, vital documents including the Tanzania's Development

Vision 2025; the National Five Years Development Plan III 2021/2022 to 2025/2026; the National Livestock Policy 2022 (To be Launched soon); the Tanzania Livestock Modernization Initiative (TLMI); the Tanzania livestock Master Plan (2020-2025); the Agricultural Sector Development Plan Phase II (ASDP III); the Ruling Party Election Manifesto 2020 – 2025 as well as Regional and Global Development Programmes that include Sustainable Development Goals (SDGs) and Comprehensive Africa Agriculture Development Program (CAADP) were consulted.

Based on the situation and stakeholders' analyses, the following critical issues were identified: HIV/AIDS infections; Good governance; Capacity building for the Institute and stakeholders; Weak research – extension - farmers linkages; Public-Private Partnership in livestock research; Budgetary constraints and physical and financial resources; Technologies development and dissemination; Inadequate infrastructure for production, processing, and marketing of livestock and their products; Animal genetic resource improvement and conservation; Information and data management system; Inadequacy and seasonality of feed resources; Weak manpower succession plan and labour turnover, and Environmental degradation and climate change affecting the livestock sector.

The Institute envisions to become “*A model livestock research institute that contributes towards improved livelihoods of farmers and other stakeholders*”. The mission statement is “*To develop, disseminate and promote the use of appropriate technologies to stakeholders in order to improve livestock productivity sustainably*”. Furthermore, five objectives were developed to address the critical issues. These include; i) HIV/AIDS infections reduced and supportive services improved ii) Effective implementation of National Anti-Corruption Strategy enhanced and sustained iii) Technology development and dissemination enhanced iv) Research planning, coordination, communication and networking strengthened, and v) Institutional capacity to deliver services strengthened. For each of the objectives, rationale, strategies, targets and key performance indicators were developed as a measure of outcomes and impacts of the interventions.

Prof. Erick Vitus Komba
DIRECTOR GENERAL

CHAPTER ONE

INTRODUCTION

1.1 Background

Tanzania Livestock Research Institute (TALIRI) was established by Act of Parliament of the United Republic of Tanzania *No 4 of 2012*. The Act mandated the Institute to conduct and coordinate livestock research in order to improve and sustain the development of the livestock in the country. The institute has seven research centers namely Kongwa, Mabuki, Mpwapwa, Naliendele, Tanga, Uyole and West Kilimanjaro. Institutional operations are guided by Medium Term Strategic Plan (MTSP 2021/2022-2025/2026). The Plan mapped out the livestock research based strategic direction for enhancing its responsibility of transforming the livestock sector. The MTSP essentially focuses on the functions of the TALIRI which include to:

- a) Carry out research on animal breeding, animal health, animal product processing, nutrition, pasture production and proper utilization of rangeland resources;
- b) Plan, undertake, aid, promote and co-ordinate research and its application in livestock production and allied sciences;
- c) Set national priorities and harmonize livestock research activities of the public livestock research institutes, civil society organizations, private sectors and farmers organizations;
- d) Develop mechanism for assessment of progress and updating the livestock research programmes;
- e) Provide guidelines, guidance and ensure delivery of quality livestock research by livestock research service providers;
- f) In collaboration with other relevant agencies, provide policy guidance to local government authorities and other stakeholders on matters relating to livestock research;
- g) Provide, undertake and promote consultancy services in the fields of research, education, training and dissemination of information in livestock production and allied sciences;
- h) Keep and maintain a database of information relating to livestock research from researchers, institutions and other stakeholders;

- i) Plan and evaluate the human resources requirements in livestock research;
- j) Develop appropriate training programmes and collaborate with other organizations and institutions of higher learning for purposes of attaining high level scientific manpower in livestock production sciences;
- k) Coordinate formulation of research standards, codes of ethics, conduct and practice, and guidelines for delivery of livestock research services;
- l) Register potential livestock research service providers in the public and private sectors, and maintain a central register of livestock research and development;
- m) Keep and maintain gene banks for purposes of characterizing, evaluating and conserving farm animal and forage genetic resources;
- n) Promote the use of biotechnology and bio-safety measures to improve livestock production; and
- o) Collaborate with national, international and regional institutions and stake holders in carrying out livestock research.

Since its restructuring in 2018/2019 up to June 2021/2022, TALIRI has achieved several milestones which include:

- Maintaining, multiplying and conserving different livestock species (Cattle, goats, sheep, pigs, chickens and donkeys) of different breeds and categories at TALIRI Centres;
- Developing and conserving different pasture and forage species and varieties for improving livestock feeds and feeding;
- Developing different livestock and pasture technologies which are geared to increase livestock production and productivity;
- Developing, testing and disseminating appropriate feed formulations for different classes of livestock;
- Rehabilitation and retooling its Eight Centres which are purposively located in eight agro ecological zones of Tanzania;
- Building capacity of its staffs at all levels to deliver services to farmers and other livestock stakeholders;
- Implementing strategies to combat corruption, to reduce the spread of HIV/AIDS among staff and those that combat environmental destruction within and outside the Institute;

- Establish TALIRI Headquarters' office in Dodoma, the Capital City of Tanzania.

During the implementation of its activities, TALIRI has also reflected on the overall Tanzania's focus of transforming the economy from agricultural led growth to industrialization led economy. This is obligatory to the Institute to review of its second MTSP in such a way that it aims at improving performance and service delivery that accommodate social and economic activities and accrued changes that suit the industrially led economy.

1.2 Rationale of the Strategic Plan 2021/2022-2025/2026

TALIRI developed the new MTSP (2021/2022-2025/2026) after reviewing the MTSP (2018/2019-2023/24) so as to:

1. Enable the Institute to effect its mandate in line with other national priorities;
2. Build capacity of the Institute to mobilize resources and conduct livestock research that will contribute to food and nutrition security and economic growth in the country; and
3. Strengthen the Institute in research planning, implementation, coordination, monitoring and evaluation.

1.2 Layout of the Plan

The Plan has four Chapters. Chapter one covers the mandate, roles and functions of the Institute; Chapter two covers the Situation Analysis comprising of Stakeholders Analysis, SWOC Analysis and Performance Review; Chapter Three provides the Plan containing Vision and Mission Statements, Core Values, Objectives, Strategies, Targets and Performance Indicators; and Chapter Four covers Monitoring and Evaluation (M&E).

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents a situation analysis of internal and external environment in which the Tanzania Livestock Research Institute (TALIRI) operates. Another aspect is the performance review of objectives and related targets in terms of achievements, constraints and way forward. Also, the analysis includes SWOC analysis, Stakeholders analysis, Analysis of recent initiatives, Review of relevant information and Analysis of critical issues.

2.2 The Previous Vision and Mission

2.2.1 The Previous Vision

“To be a model livestock research institute that contributes towards improved livelihoods of farmers and other stakeholders”.

2.2.2 The Previous Mission

“To develop, disseminate and promote the use of appropriate technologies to stakeholders in order to improve livestock productivity sustainably”.

2.3 Performance Review

The performance review of the previous Institutional Strategic Plan (2018/2019 – 2023/2024) is based on the five objectives, targets, achievements, constraints and the way forward as indicated in the matrix (Table 1).

Table 1: Performance Review Matrix

Objective	Target	Achievement	Constraints	Way forward
Objective A: HIV/AIDS infections is reduced and supportive services improved for people living with HIV/AIDS, people with disability and gender issues observed	All TALIRI staff sensitized on HIV/AIDS by June 2023.	<ul style="list-style-type: none"> • Forty four (44) staffs were sensitized on how to avoid new HIV/AIDS infection and 9 staffs were tested voluntarily. • Eighteen (18) condom dispensers distributed for HQ and 7 research centers, a total of 11,200 condoms were distributed to the members of the staff. • One (1) Staff voluntarily tested HIV/AIDS after advocated to voluntary counseling and Tested. 	<ul style="list-style-type: none"> • Low budget allocation • Few HIV/AIDS awareness campaign on HIV/AIDS and sensitization on voluntary counseling and tested among staff. 	<ul style="list-style-type: none"> • Solicit central government to increase budget ceiling and Increase own source collections of TALIRI • Increase awareness campaign on HIV/AIDS and sensitization on voluntary counseling and tested
	All staff sensitized on disability issues conducive environment for people with disability observed	<ul style="list-style-type: none"> • Forty seven (47) staffs and 50 casual workers were trained and sensitized on disabilities issues. 	<ul style="list-style-type: none"> • Few training and awareness campaign on disability issues 	<ul style="list-style-type: none"> • Increase training and awareness campaign on disability issues
	All of Staff sensitized on gender issues	<ul style="list-style-type: none"> • Thirty (30) Staffs were trained and sensitized on gender issues. 	<ul style="list-style-type: none"> • Few training and sensitization campaign on gender issues 	<ul style="list-style-type: none"> • Increase training and sensitization campaign on gender issues
Objective B: Effective implementation of National Anti-Corruption	TALIRI Anti-corruption guidelines published and distributed by June 2020	<ul style="list-style-type: none"> • Twenty-eight (28) Staff members were sensitized on how to implement Anti-Corruption plan at work environment. 	<ul style="list-style-type: none"> • Low budget allocation 	<ul style="list-style-type: none"> • Solicit central government to increase budget ceiling and Increase own source collections of TALIRI

Objective	Target	Achievement	Constraints	Way forward
Strategy enhanced and sustained	One awareness and sensitization meeting on management of corruption in seven research centres conducted every year by 2023	<ul style="list-style-type: none"> • Eight (8) anti-corruption strategies were developed and implemented, including the use of Government e-Payment gateway (Ge-PG) system for all bills and payments. 	<ul style="list-style-type: none"> • Difficult in behavioral change on Anti-Corruption. 	<ul style="list-style-type: none"> • Increase training and awareness on behavioral change.
	TALIRI Anti-Corruption implementation Plan supported by June, 2023	<ul style="list-style-type: none"> • Presence of suggestion box, routine management meetings (weekly) have been maintained in order to plan and monitor implementations. 		
Objective C: Technology development and dissemination enhanced	Thirteen (13) technologies for increasing productivity of livestock developed and tested by June, 2023	<p>Mpwapwa cattle were crossed to develop other beef cattle technologies for beef productivity, these include;</p> <ul style="list-style-type: none"> i) <i>Danish Red*</i>Mpwapwa; ii) <i>Sahiwal*</i>Mpwapwa* <i>Boran</i>; iii) <i>Boran*</i>BeefMaster; iv) <i>Bonsimara*</i>Mpwapwa; v) <i>Musi*</i>SingidaWhite; vi) <i>Musi*</i>Mpwapwa; vii) $\frac{3}{4}$Boran*$\frac{1}{4}$BeefMaster <p>Other cattle were crossed to develop dairy breeds at</p>	<ul style="list-style-type: none"> • Limited budget allocation 	<ul style="list-style-type: none"> • Solicit central government to increase budget ceiling and Increase own source collections of TALIRI

Objective	Target	Achievement	Constraints	Way forward
		<p>Mpwapwa; Uyole:</p> <p>viii) <i>Mpwapwa*DanishRed</i>;</p> <p>ix) <i>Friesian*Mpwapwa*Boran</i>;</p> <p>x) <i>Mpwapwa*Sahiwal</i>;</p> <p>xi) <i>Mpwapwa*Boran*Sahiwal</i>;</p> <p>xii) <i>Mpwapwa*DanishRed</i>;</p> <p>xiii) $\frac{3}{4}$<i>Danish Red*</i>$\frac{1}{4}$<i>Mpwapwa</i>;</p> <p>xiv) <i>Friesian*Fipa</i></p> <p>Malya goats and their crosses at Mpwapwa, Kongwa, Mabuki, West Kilimanjaro as well as Boar goats and their crosses at Kongwa, Mpwapwa, Naliendele, Mabuki, West Kilimanjaro</p> <p>i) <i>BlendedMalya*GogoWhite</i>,</p> <p>ii) <i>BlendedMalya*Newala</i></p> <p>iii) <i>Malya*Boar*GogoWhite</i>;</p> <p>iv) <i>Anglonubian*GogoWhite</i>;</p> <p>v) <i>Boar*Gogo White</i>;</p> <p>vi) <i>Boar*Buchosa</i>;</p> <p>vii) <i>Buha*Norwegian</i></p>		

Objective	Target	Achievement	Constraints	Way forward
	Improved livestock technologies (500 beef cattle; 1,000 dairy cattle; 300 pigs; 750 goats; 5,000 chickens and 3 forage species / cultivars) disseminated by 2023	<p>Livestock technologies disseminated during this period including 282 beef; 285 dairies; 686 goats; 66,974 chickens, many chicken were disseminated by TALIRI in collaboration with two research Projects called African Chicken Genetic Gains (ACGG) and Women in Business (WiB) funded by ILRI</p> <p>A total of 45,263.5kg of pasture and forages seeds; splits and cuttings were disseminated to farmers in Kagera, Arusha, Mwanza, Tabora, Shinyanga, Simiyu, Kigoma, Tanga (Pingoni, Pande, Nguvumali, Pongwe, Muheza); Lushoto (Mbuzii, Ubiri), Lindi, Mtwara, Mbeya, Songwe, Dodoma, Morogoro, Pwani, Mara, Iringa, Arusha, Kilimanjaro; Kiteto;</p>	<ul style="list-style-type: none"> • Animal diseases outbreak • Climate change • Kongwa weeds • Bad conditions of machineries, vehicles, livestock infrastructure, offices and houses. 	<ul style="list-style-type: none"> • Improve preventive measures and treatment of animal diseases • Find low cost source of animal feeds (concentrates) • Remove Kongwa weeds • Apply mitigation measures to deal with climate change • Purchase new machineries, vehicles and make maintenance of livestock infrastructure, offices and houses.

Objective	Target	Achievement	Constraints	Way forward
		<p>Kongwa; Bagamoyo; Bahi, Mbeyamjini, Tangamjinina Mwapwa, Morogoro (Mkindo, Ludewa); Dar es Salaam; Arusha; Kisarawe, Dodoma, Pwani, Manyara, Mtwara, Iringa, Kilimanjaro.</p> <p>A total of 165,539 Dodoma peri-urban, Kongwa Tanga, Dar es Salaam, Pwani, Morogoro, Manyara, Mwanza, Tabora, Shinyanga, Simiyu, Arusha, Kilimanjaro, Mbeya, Songwe, Iringa and Njombe</p>		
	5,000 livestock stakeholders outreached and capacitated by 2023	<p>A total of 79,344 farmers and 1,955 students were trained under outreach programs; agricultural shows and research projects activities done in their areas particularly in Mbeya; Songwe; Simiyu; Geita; Dodoma; Tanga; Arusha; Morogoro; Njombe; Mwanza; Mtwara;</p>	<ul style="list-style-type: none"> • Low budget ceiling 	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling

Objective	Target	Achievement	Constraints	Way forward
		Lindi, Iringa; Kilimanjaro; Pwani, Mwanza, Manyara, Njombe, Songwe, Mbeya and Coastal regions		
Objective D: Research planning, coordination, communication and networking strengthened	Prepare budget and implement Action Plans by June 2023	Five (5) budgets and five (5) action plans were prepared	• Low budget allocation	• Increase own source collection and solicit government to increase budget ceiling
	Management and Board Meetings held quarterly	Five (5) management and five (5) board meeting were conducted	• Low budget allocation	• Increase own source collection and solicit government to increase budget ceiling
	Monitoring and Evaluation (M&E) and reporting mechanisms strengthened by June, 2020	Five (5) monitoring and evaluation reports were prepared	• Low budget allocation	• Increase own source collection and solicit government to increase budget ceiling
	Livestock research agenda completed by June 2020	Livestock research agenda was completed and inaugurated	• Low budget ceiling	• Increase own source collection and solicit government to increase budget ceiling
	TALIRI MTSP reviewed by June,	The MTSP has been reviewed	• Low budget	• Increase own source

Objective	Target	Achievement	Constraints	Way forward
	2023		ceiling	collection and solicit government to increase budget ceiling
	Prepare and implement TALIRI communication strategy by June 2019	The Public Relation and Marketing Unit has no staffs to date	Shortage of staff	Employing and outsourcing
	Facilitate communication of research and technology transfer activities through electronic and print media annually	Thirty (30) communication of research via electronic media and 35 technology transfer activities were facilitated	Low budget ceiling	Increase own source collection and solicit government to increase budget ceiling
	Facilitate participation in agricultural / livestock shows / exhibitions annually	Thirty-five (35) Agricultural/livestock exhibition/show including Nanenane, Sabasaba, MAKISATU, Milk week and Egg week participation were facilitated	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Facilitate preparation and implementation of five (5) MoUs with local / international organizations by June 2023	TALIRI entered 5 MoUs with the ZALIRI, SUA, TEAGASC, BTUI, BROOKE and INADES	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Facilitate seven (7) collaborative research	Seven (7) collaborative research programmes	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit

Objective	Target	Achievement	Constraints	Way forward
	programmes by June 2023	between TALIRI and other organizations were facilitated with ILRI, IRELAND, PASS TRUST, AKM-Glitters etc		government to increase budget ceiling
Objective E: Institutional capacity to deliver services strengthened	Eight (8) laboratories including Biotechnology, Dairy, Meat and Nutritional Science Laboratories rehabilitated, constructed and fully equipped for efficient functioning by June 2023	Five (5) Laboratories have been constructed in four TALIRI centers Meat Laboratory (Mabuki), Dairy Laboratory (Uyole), Biotechnology (Mpwapwa) and Nutritional Science (Mpwapwa, Tanga)	All laboratories are not operating at optimum level because, are either partially retooled or completely not retooled. Also, absence of Laboratory experts to operate these laboratories is a challenge.	<ul style="list-style-type: none"> • Allocate Budget for retooling laboratories • Employ laboratories expert and technicians • Introduce Capacity building programs to TALIRI researchers and laboratory personnel on using modern laboratories equipment and technologies.
	Construct and equip Offices for TALIRI headquarters by June, 2022	Feasibility study, design and engineering studies are being conducted in this financial year, then construction is expected to begin in the next financial year (2023/2024)	Low budget allocation	<ul style="list-style-type: none"> • Requested fund from PMO (Policy, Parliament and Coordination)
	Twenty (20) staff houses constructed by June 2023	No house has been constructed	Low budget allocation	<ul style="list-style-type: none"> • Allocated budget for construction of two staff house in the FY 2023/2024.
	One Postgraduate and Research Fellow	One (1) postgraduate and research fellow hostel is	Lack of budget allocation to complete	<ul style="list-style-type: none"> • Allocated budget to complete construction at

Objective	Target	Achievement	Constraints	Way forward
	Hostel constructed by June 2023	under construction at TALIRI Mpwapwa	construction on time.	least one floor of the building
	Seventy staff houses rehabilitated by June 2023	No house has been constructed	Low budget allocation	<ul style="list-style-type: none"> • Allocate budget in the FY 2024/2025
	Six research farms surveyed, provided with title deeds and fenced by June 2023.	Surveys are not conducted	Low budget allocation	<ul style="list-style-type: none"> • Allocated budget for surveying two (3) farms in the FY 2023/2024
	Six (6) research farms equipped with farm implements and equipment by June 2023	Seven (7) research farms were equipped with farm implements and equipments	Low budget ceiling	<ul style="list-style-type: none"> • Allocated budget for surveying two (3) farms in the FY 2023/2024
	Water reticulation systems at all TALIRI centers rehabilitated by June 2023	Two (2) centers have been constructed water reticulation system at TALIRI Tanga and Mabuki	Low budget ceiling	<ul style="list-style-type: none"> • Allocated budget for Water reticulation systems construction at all TALIRI West Kilimanjaro and Kongwa
	Farm structures, roads and fire breaks at all TALIRI centers rehabilitated annually	Roads and fire break were not rehabilitated	Low budget allocation	<ul style="list-style-type: none"> • Allocate budget in the FY 2024/2025
	Reliable transport services provided to headquarters and centers by June 2023	Three (4) motor vehicles have been acquired for transport services at TALIRI HQ and one (1) at TALIRI Tanga	Low budget allocation	<ul style="list-style-type: none"> • Increase budget allocation in the FY 2023/2024 to purchase one motor vehicle for TALIRI HQ and increase budget for Centers

Objective	Target	Achievement	Constraints	Way forward
	Staff welfare provided annually	Office operations and staff welfare were provided to 279 staffs.	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Establish training needs and facilitate staff training by June 2023	45 TALIRI staff attended various Professional meetings within and outside the Country; 82 Proposals/Concept notes were prepared and submitted to various funding agents including ASDP II, DANIDA, BMGF and COSTECH; 28 Publications were done and 27 journal articles were submitted to different journals for publication including Tanzania Veterinary Journal and Tanzania Journal of Agricultural Science (TAJAS), Journal of Experimental Biology and Agricultural Sciences, Ecronicon Veterinary Science (ECVE) Journal	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Master workers council conducted annually	One (1) Master workers council meeting was conducted	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling

Objective	Target	Achievement	Constraints	Way forward
	Staff at all levels recruited annually	Sven (7) staffs were recruited	Recruitment permit	<ul style="list-style-type: none"> Request for recruitment permit
	TALIRI Scheme of service established and operationalized by June 2019	TALIRI Scheme of service was established and operationalized	Low budget ceiling	<ul style="list-style-type: none"> Increase own source collection and solicit government to increase budget ceiling
	TALIRI Organization Structure reviewed by June 2019	TALIRI organization structure was reviewed and approved	Low budget ceiling	<ul style="list-style-type: none"> Increase own source collection and solicit government to increase budget ceiling
	Twenty (20) researchers trained on how to write winning proposals annually	Twenty-seven (27) Researchers were trained	Low budget ceiling	<ul style="list-style-type: none"> Increase own source collection and solicit government to increase budget ceiling
	Two commercial units at each research farm developed by June 2022	Not yet established	Low budget ceiling	<ul style="list-style-type: none"> Increase own source collection and solicit government to increase budget ceiling
	100 staff trained on commercial farming by June 2021	Not yet done	Low budget ceiling	<ul style="list-style-type: none"> Increase own source collection and solicit government to increase budget ceiling
	45 research projects developed and submitted annually	48 Research projects were developed and are on different stages at all TALIRI Centers	Low budget ceiling	<ul style="list-style-type: none"> Increase own source collection and solicit government to increase budget ceiling
	TALIRI Electronic Financial Management System established by June 2019	TALIRI electronic financial management like MUSE and GePG were established	Low budget ceiling	<ul style="list-style-type: none"> Increase own source collection and solicit government to increase budget ceiling

Objective	Target	Achievement	Constraints	Way forward
	Recruit skilled and competent accounts and Procurement staff for each TALIRI Centre by June 2020	Six (6) Accountant and five (5) Procurement staffs were recruited.	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Establish and operationalize the Internal Audit Unit by June 2020	Two (2) Internal auditor staffs were recruited.	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Proper and harmonized record of financial transactions adopted and strengthened by June 2020	The financial records and transaction are adhered according to Laws and regulation regarding the financial record standards. The institute has been awarded with un quailed opinion from the CAG every year since 2018/2018-2021/2021	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Timely financial reporting and monitoring the work results adopted by 2020	The financial reports are well prepared and reported timely	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Establish risk management strategy by June 2021	The Risk Management Strategy is on the process of preparation. The accounting officer has already appointed the risk Coordinator and risk champions from all 7	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling

Objective	Target	Achievement	Constraints	Way forward
		centers		
	Establish and implement procurement plan annually	The procurement plan was prepared and implemented according to the financial year budget	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Valuation of assets in all centers done by 2023	Not yet done. The Valuation of assets will be done in the financial year 2023/2024	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	Tender Board meetings conducted quarterly	Statutory tender board meeting was well conducted	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling
	TALIRI Electronic procurement Management System established by June 2023	TALIRI Electronic procurement Management System was established and used	Low budget ceiling	<ul style="list-style-type: none"> • Increase own source collection and solicit government to increase budget ceiling

2.4 Stakeholders Analysis

TALIRI has a range of stakeholders and partners who are direct or indirect beneficiaries of its services. These include livestock farmers, feed producers/ processors, policy makers, community societies and non-profit organizations, financial institutions, development partners, local government authorities (extension staffs inclusive) and researchers. The services offered and expectations of each of the beneficiaries are presented in table 2.

Table 2: Stakeholders Analysis Matrix

No.	Name	Services offered	Expectations
1.	Livestock farmers	<ul style="list-style-type: none"> (i) Dissemination of generated technologies (ii) Dissemination /Supply of produced livestock and pasture and forage seeds (iii) Information on livestock advisory and support services. (iv) Capacity building (v) Involvement of farmers in contract research (vi) Livestock feeds and quality analysis 	<ul style="list-style-type: none"> (i) Timely transfer of technologies, (ii) Timely Advisory, and support services, (iii) Appropriate capacity building on generated technologies, (iv) Transparency and accountability in service provision, (v) Property ownership protection, (vi) Effective farmer – researcher linkages, (vii) Quality and timely supply of animal and pasture and forage seeds,
2.	Livestock and Feed Traders/ Processors	<ul style="list-style-type: none"> (i) Information on generated technologies (ii) Information on livestock advisory and support services. (iii) Capacity building on generated technologies, (iv) Guidance on Livestock and Policies and Regulations (v) Joint venturing, contract research and outsourcing of services (vi) Quality Control on Livestock, products and services. 	<ul style="list-style-type: none"> (i) Timely transfer of the generated technologies. (ii) Timely and Quality livestock research information delivery. (iii) Access to correct livestock research information. (iv) Appropriate capacity Building, (v) Transparency and accountability in service provision, (vi) Effective Public – Private Partnership,
3	Livestock products	<ul style="list-style-type: none"> (i) Research on Livestock and products and 	<ul style="list-style-type: none"> (i) Reliable, adequate and available quality livestock types,

No.	Name	Services offered	Expectations
	consumers	services; (ii) Research on markets and marketing of livestock and generated technologies	(ii) Quality livestock and livestock products,
4.	Policy makers (DC, RC, Parliamentarians, Councillors)	(i) Inputs for policy formulation (ii) Information on implementation of sectors' policies, strategies, programmes and legislations	(i) Effective adoption of the developed technologies, (ii) Effective implementation of the sector's policies and legislations, (iii) Effective implementation of the Ruling Party Election Manifesto, (iv) Transparency and accountability in service provision, (v) Information sharing on livestock developed technologies,
5.	Community Based Organizations (NGOs, CSOs, FBOs)	(i) Information on the developed livestock research technologies (ii) Involvement in conducting livestock research (iii) Capacity building and empowerment (iv) Information sharing on livestock-based technologies (v) Consultancy services	(i) Availability of reliable and accessible livestock research technologies, (ii) Effective involvement in the livestock research, (iii) Timely technical advice in livestock research development activities, (iv) Incorporation of crosscutting issues into livestock research, (v) Effective Public – Private Partnership (vi) Quality consultancy services.
6.	Financial Institutions	(i) Consultancy services (ii) Information sharing on livestock-based technologies	i) Quality consultancy services
7	Development Partners, International and Regional Institutions	(i) Performance on implementation of livestock research projects and programmes (ii) Livestock research proposals (iii) Information sharing	(i) Commitment, transparency and accountability, (ii) Effective management of information system, (iii) Effective utilization of resources, (iv) Efficient and effective service delivery.
8.	TALIRI employees	(i) Working tools, equipment and facilities in place (ii) Training and career development (iii) Clear Job descriptions	(i) Conducive working environment, (ii) Attractive remuneration packages, (iii) Effective performance appraisal system (iv) Motivation and promotion, (v) Timely facilitation of terminal

No.	Name	Services offered	Expectations
		(iv) Confirmation and promotion (v) Clear scheme of service (vi) Standing Orders, Regulations (vii) Circulars and Guidelines (viii) Motivation and incentives (ix) Support of special groups	benefits, (vi) Involvement in implementation of Performance Management System, (vii) Effective communications systems, (viii) Effective care and support of special groups, (ix) Information on rights and obligations. (x) Fair and transparent career development plans, (xi) Good leadership.
9.	Academic and Research Institutions	(i) Database for developed livestock technologies (ii) Information on livestock research (iii) Permits for conducting livestock research (iv) Collaboration in conducting livestock research (v) Capacity building (vi) Consultancy services	(i) Sharing of information on developed technologies, (ii) Timely provision of permits to conduct livestock research, (iii) Effective consultancy services and collaboration
10	Ministries, Independent Departments, and Agencies (MDAs) (MA, MLF, PO-RALG, MDNS)	(i) Technical advice (ii) Information sharing (iii) Performance periodical reports (iv) Consultancy services	(i) Appropriate and accurate technical advice on livestock research, (ii) Appropriate information, (iii) Timely submission of reports, (iv) Effective consultancy services and collaboration
11	Regulatory Bodies and Professional Associations (TBS, TFDA, TSAP)	(i) Technical advice (ii) Information sharing (iii) Performance periodical reports (iv) Consultancy services (v) Professional advice	i) Appropriate and accurate technical advice on livestock research, ii) Appropriate information, iii) Timely submission of reports, iv) Effective consultancy services and collaboration

2.5 Strengths Weaknesses Opportunities and Challenges (SWOC) Analysis

In developing the previous Strategic Plan, an evaluation of TALIRI Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis has been conducted both from the existing documentation and through brainstorming sessions. The analysis has provided TALIRI with an opportunity to evaluate the best match between internal and external environmental factors and provide strategic direction for the Medium-Term Strategic Plan. The analysis came up with the strength to take advantage of, weaknesses for intervention, opportunities to grab and challenges to address during the implementation of this Strategic Plan as shown in table 3

Table 3: SWOC Analysis Matrix

	Strengths	Weaknesses
	<ul style="list-style-type: none">• Existence of skilled, qualified, knowledgeable and experienced staff• Existence of Management tools such as TALIRI Act, regulations, policy, guidelines etc• Existence of enough fertile land at TALIRI farms• Existence of good reputation of TALIRI among societies• Existence of laboratory of checking the quality of milk• Existence of different species of livestock	<ul style="list-style-type: none">• Bad conditions of livestock infrastructures, offices, houses, machinery and vehicles• Absence of succession plan
	Opportunities	Challenges
	<ul style="list-style-type: none">• Existence of development partners• High demand of livestock and pasture technologies from TALIRI• Good public infrastructures such	<ul style="list-style-type: none">• Low budget ceiling• Inadequate number of staff• Existence of effects of climate change

	Strengths	Weaknesses
	<p>as roads, electricity, communications etc</p> <ul style="list-style-type: none"> • Increase of country's population lead to high demand of livestock products 	<ul style="list-style-type: none"> • Existence of Kongwa weed on TALIRI farms • Animal diseases outbreak • High cost of animal feeds (concentrates)

2.6 Critical Issues

- Increase own source collection and solicit government to increase budget ceiling
- Request central government to increase number of staff
- Apply mitigation measures to deal with climate change
- Remove Kongwa weeds
- Improve preventive measures and treatment of animal diseases
- Find low cost source of animal feeds
- Increase sensitization strategies campaign on Anti-Corruption.
- Increase training on behavioral change.
- Purchase new machineries, vehicles and make maintenance of livestock infrastructure, offices and houses
- Increase campaign of voluntary counseling and tested
- Increase sensitization on disabilities issue's
- Include necessary courses according to the demand into TALIRI scheme.
- Increase training on risk management

CHAPTER THREE

THE PLAN

3.1 Over view

The TALIRI Medium Term Strategic Plan 2021/2022 – 2025/2026 aims at consolidating the gains attained during the first MTSP as well as implementing some of the strategies that were not well addressed during the first phase. Equally, the implementation of this Strategic Plan anticipates enhanced TALIRI's capacity to mobilize resources, improve visibility as well as enhance its role in R&D for sustainable management of livestock and feed resources in order to contribute to food and nutritional security at household and national levels as well as to industrial and economic growth of Tanzania.

This chapter presents the Plan of the Institute for the period 2021/2022 – 2025/2026. It outlines the Vision, Mission Statements, Objectives, Strategies, Targets and Key Performance Indicators.

3.2 Vision

A model livestock research institute that contributes towards improved livelihoods of farmers and other stakeholders.

3.3 Mission

To develop, disseminate and promote the use of appropriate technologies to stakeholders in order to improve livestock productivity sustainably.

3.4 Core Values

In undertaking its roles and functions, TALIRI will advocate the following core values:

- (i) **Integrity:** High moral values, work ethics and honor
- (ii) **Professionalism:** Use of qualified staff in service delivery;
- (iii) **Courtesy:** creation of friendly environment and high attention to the clients' expectation;

- (iv) **Accountability and Responsibility:** Obligation to perform duties as per set up rules and regulation;
- (v) **Customer needs Driven:** Offering services by prioritizing customer needs;
- (vi) **Result Oriented:** Endeavour to fulfill the expected goals in aspect of duties and responsibility;
- (vii) **Transparency:** Openness in TALIRI activities; and
- (vii) **Impartial:** Provision of services without discriminations (equal opportunities).

3.5 Objectives, Strategies, Targets and Performance Indicators

Tanzania Livestock Research Institute Medium Term Strategic Plan (TALIRI MTSP) has five (5) key objectives. These objectives have been stipulated with here below and the Rationale has been given. This part also is expressed in matrix form that entail the Objective, Strategies, Targets, Performance indicators and the responsible person toward achieving the set objective in table 4.

3.5.1 Objective A: Non-Communicable Diseases, HIV and AIDS infections reduced and Supportive Services Improved.

Rationale:

HIV/AIDS is a pandemic disease that has an adverse implication on human resource and future operations of the nation. Its major effects are reduction of human resource through deaths and low productivity associated with unhealthy staff or their families and relatives suffering from diseases associated with HIV/AIDS. On the other hand non-communicable diseases like diabetes, High Blood Pressure and the like are now and then increasing due to changes in the life style of staffs. Therefore, this needs be well addressed in order increase productivity and efficiency to attain the set goals.

3.5.2 Objective B: Effective implementation of National Anti-Corruption Strategy enhanced and sustained

Rationale:

Corruption has been weakening good governance and depriving people's rights and has in most cases deterred rights of people to access important services provided. As part

of a wider Government campaign to deal with this problem, TALIRI will implement the National Anti-Corruption Strategy to deal with possible corruption elements occurring within the institute. In this regard, TALIRI will adopt the National Anti-Corruption Strategy to develop its own implementation plan as a means of improving accountability and transparency in all places where TALIRI operates. It will also ensure equal accessibility to opportunities to stakeholders regarding investment in livestock research as well as accessibility to livestock research findings.

3.5.3 Objective C: Technology development and dissemination enhanced

Rationale:

Appropriate technologies are key factors for the development of livestock sector. In this regard, the existing livestock technologies should be constantly reviewed and new ones developed, validated and disseminated to stakeholders. In addition, technologies required should be demand driven and developed by involving respective stakeholders. The technologies will address the following themes but not limited to breed improvement and multiplication; rangeland improvement; feeds and feeding systems; products handling processing, marketing and value addition; animal health and diseases and socio-economic studies of the generated technologies.

3.5.4 Objective D: Research planning, coordination, communication and networking strengthened

Rationale:

For efficient execution of research and development, collaboration with other institutions and organizations should be strengthened. This will be accomplished through proper planning, co-ordination of research and its application in livestock research and allied sciences; setting up national priorities and harmonizing livestock research activities; developing mechanism for monitoring and evaluation and providing guidelines, guidance and ensuring delivery mechanism of technologies. In addition, the Institute will undertake and promote consultancy services in the fields of research, education, training and dissemination of information in livestock production and allied sciences.

Furthermore, database on information relating to livestock research institutions and other stakeholders will be maintained.

3.5.5 Objective E: Institutional capacity to deliver quality services strengthened

Rationale:

Efficient and effective management systems in administration, financial management, infrastructure, human resource development and Information Communication Technology (ICT) are fundamental in services provision in every organization. TALIRI as a newly established institute needs efficient and effective functioning of these systems in order to improve the quality of service delivery to stakeholders. In view of this, the following strategies are pertinent to improve the overall performance and service delivery in TALIRI at all levels.

Table 4: Objectives, Strategies, Targets and Performance Indicators (Strategic Plan Matrix)

Code	Objective	Strategies	Target	Performance Indicators	Responsible Person
A	Non-Communicable Diseases, HIV and AIDS infections reduced and Supportive Services Improved.	i. Strengthen interventions to provide support services to PLWHA and fight spread of HIV and AIDS at workplace ii. Strengthen management of Non-Communicable Diseases	i. Awareness on HIV and AIDS infections and voluntary test created to 207 staff by June 2026.	i. Number of Staff attended HIV and AIDS awareness seminars. ii. Number of Staff voluntarily tested for HIV and AIDS	DCS
			ii. Care and Supportive Services to Staff living with HIV and AIDS provided by June, 2026.	iii. Number of staff provided with nutrition (Special diet). iv. Number of people attended NCD awareness seminar.	
B	Effective implementation of National Anti-Corruption Strategy enhanced and sustained	i. Institution Anti-Corruption Action Plan	i. Anti-corruption guidelines published and distributed to 8 TALIRI Centres by June 2026	i. Number of corruption cases reported ii. Suggestion box on place iii. Number of Integrity committee meetings conducted	DCS and HLSU

Code	Objective	Strategies	Target	Performance Indicators	Responsible Person
C	Technology development and dissemination enhanced	i. Develop and disseminate new technologies. ii. Productivity enhanced. iii. Resources mobilization	i. 13 technologies for increasing livestock production developed and tested by June 2026 ii. 13 improved livestock technologies disseminated by 2026. iii. 50,000 livestock stakeholders outreached by 2026 iv. Engaging different stakeholders on research activities enhanced by June 2026 v. 10 collaborative research programmes facilitated by June 2026 vi. Participation in 40 agricultural and livestock shows and exhibitions facilitated by June 2026 vii. 48 research projects proposals developed and submitted by June 2026 viii. Western Zone Research Centre established and Operationalized by June 2026	i. Productivity indices (calving rates, growth rate) ii. Mortality rates iii. Number of new technologies iv. Number of improved beef cattle disseminated v. Number of improved dairy cattle disseminated vi. Pig productivity rate vii. Sheep and goat productivity rate viii. Number of improved chickens ix. Number of technologies for improving chicken productivity disseminated x. Number of improved pasture / forage species/cultivars xi. Number of farmers / stakeholders received training xii. Number of outreach programs xiii. Number of MoUs signed xiv. Number of collaborative programs xv. Number of Research proposals	DLR, MRI, MLTT

Code	Objective	Strategies	Target	Performance Indicators	Responsible Person
D	Research planning, coordination, communication and networking strengthened	<ul style="list-style-type: none"> i. Livestock research coordinated ii. M &E strengthened 	<ul style="list-style-type: none"> i. Participatory planning and Budgeting of livestock research programs enhanced by June, 2026 ii. Monitoring, Evaluation and reporting mechanisms strengthened by June, 2026 	<ul style="list-style-type: none"> i. M&E reports ii. Audit reports iii. Financial statements 	MPME and MFA
E	Institutional capacity to deliver quality services strengthened	<ul style="list-style-type: none"> i. Service Delivery enhanced ii. Human Resources developed iii. Financial serviced strengthened iv. Data and backup systems strengthened v. communication and information sharing improved 	<ul style="list-style-type: none"> i. Research infrastructures developed by June 2026 ii. Research infrastructures rehabilitated by June 2026 iii. TALIRI head quarters office building constructed by June 2026 iv. 20 two in one Staff houses constructed by June 2026 v. 8 research farms equipped with farm implements and equipment by June 2026 vi. Reliable transport services provided to headquarters and centers by June 2026 vii. 50 Farm infrastructures rehabilitated by June 2026 viii. Water reticulation systems at all TALIRI centers rehabilitated by June 2026; 	<ul style="list-style-type: none"> i. Number of farm infrastructures ii. Number farms surveyed iii. Number of title deeds acquired iv. Number of staff trained v. Number of new staff recruited vi. Number of new research proposals vii. Working tools in place viii. Number of Workers Council meetings ix. Institutional Risk Management Framework x. M &E Reports xi. MTEF Forms xii. Number of tender board meetings xiii. Number of publications 	DLR, DCS, All Managers, Zonal Directors

Code	Objective	Strategies	Target	Performance Indicators	Responsible Person
			ix. 50 Staffs houses rehabilitated by June 2026 x. 8 research farms surveyed, provided with title deeds and fenced by June 2026 xi. 40 Management and Board Meetings held in quaterly bases by June 2026 xii. Financial Management and Control Systems strengthened by June 2026; xiii. Communication of research and technology transfer activities through electronic and print media facilitate by June 2026 xiv. 10 MoUs with local and international organizations prepared and implemented by June 2026 xv. The Special Purpose Vehicle (SPV) for TALIRI production purposes established and operationalized by June 2026 xvi. Working environment of 207 TALIRI Staffs improved by June 2026 xvii. Staff welfare provided by June 2026 xviii. Staffs at all levels recruited by June 2026	(papers, brochures) xiv. Number of TV and radio programs xv. Number of events and exhibitions xvi. Number of Vistors in events and exhibition area xvii. Number of MoU entered xviii. Number of CRA entered	

Code	Objective	Strategies	Target	Performance Indicators	Responsible Person
			<p>xix. 1 Postgraduate and Research Fellow Hostel constructed by June 2026</p> <p>xx. Staffs training needs assessment and facilitated by June 2026</p> <p>xxi. 100 researchers trained to write winning proposals by June 2026</p> <p>xxii. 24 staff on commercial farming trained by June 2026;</p> <p>xxiii. Procurement management and control systems established and strengthened by June 2026</p> <p>xxiv. 10 Master workers council facilitated by June 2026</p> <p>xxv. Institutional Scheme of service established and operationalized by June 2026</p> <p>xxvi. 5 regulations established by June 2026</p> <p>xxvii. 8 commercial units at each research farm established by June 2026</p> <p>xxviii. Risk management strategy established by June 2026</p> <p>xxix. Valuation of assets in all centers facilitated by June 2026</p>		

CHAPTER FOUR

RESULT FRAMEWORK

4.1 Introduction

This Chapter shows how the results envisaged in this Strategic Plan will be measured and the benefits that will accrue to stakeholders. Furthermore, the chapter shows how the various interventions to be undertaken during the five years of the strategic planning cycle will achieve the Development Objective, how the interventions will be monitored, what kind of reviews that will be carried out over the period and what type of evidence based evaluation studies and analytical work to be undertaken. The studies intend to show the status of the performance interventions. Also, indicators and progress of various interventions will be reported to various stakeholders. The remaining part of this chapter shows the overall Development Objective, beneficiaries of TALIRI services and how TALIRI objectives are linked to FYDP, SDGs, and other national frameworks. The chapter also shows the Result Chain; the Results Framework Matrix, the Monitoring and Evaluation Plan; the Planned Reviews; and the Reporting Plan.

4.2 The Development Objective

The fundamental role of TALIRI is *“To contribute to the transformation of national economy through improved livestock productivity and commercialization of livestock sector”*.

The achievement of objectives in the Strategic Plan and other relate programs may significantly contribute towards the achievement of this Development Objective. The achievement of this Development Objective among others will be influenced by the availability of resources including financial and human resources.

4.3 Beneficiaries of the TALIRI Services

The following are categories of beneficiaries of TALIRI services: The Farmers Community, Investors, Agri- Business Professional Bodies, Academic and Research Institutions; Politicians; Parliament, Parliamentary Committees and Cabinet; Central Government Employees; Employees and cadres under MLF; Development Partners ; National Audit Office; General Public ; Regional and International Bodies ; MDAs/RSs/LGAs; Private Sector, NGOs, CSOs and CBOs; Media; and Trade Unions.

4.4 Link between TALIRI SP With Other National Frameworks

The Ministry of Livestock and Fisheries and its affiliated institutions including TALIRI has a pivotal role in the realization of National Development Vision 2025 of transforming the economy into a middle income and semi-industrialized state by 2025.

4.5 Result Chain

TALIRI result chain consists of outcomes, objectives, strategies, targets, activities and inputs which broadly contribute to Vision 2025, Tanzania Third Five Years Development Plan (FYDP III 2021/22-2025/26). The basic assumption is that, there is fundamental linkage in the various elements of TALIRI result chain i.e., the inputs (utilization of resources) will lead to achievement of the activities, which will contribute to achievement of outputs; achievement of outputs will lead to achievement of objectives which will lead to realization of TALIRI development objective. Realization of TALIRI development objective in the medium term will contribute to the achievement of National Five Years Development Plan's goals and other vices target as stipulated in Vision 2025. This results chain will justify TALIRI use of public money into the various interventions and thus contribute to the improvement of service delivery and poverty reduction in the country.

4.6 Implementation, Monitoring, Evaluation and Review Framework

4.6.1 Implementation

The Director General (DG) who is the Chief Executive Officer of the Institute, shall be responsible and accountable for the implementation of the TALIRI Strategic Plan (2021/22 – 2025/26). The DG, with the support of the Management, shall regularly report to the Board of Directors with regards to the Plan implementation and its overall performance.

Since the Strategic Plan cuts across all mission activities of the TALIRI Organizational structure, it is advisable that the Planning Monitoring and Evaluation Section is dedicated to coordinate and

provide oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Directorate and Units/Sections shall be responsible for the day-to-day implementation of the Strategic Plan with a helping hand from key stakeholders.

4.6.2 Monitoring

A monitoring system is needed for effective implementation of this plan. Therefore, monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

- Determine whether implementation is focused on the fulfillment of the mission of the Institute
- Facilitate review of the implementation process
- Facilitate feedback to management which is necessary for decision making
- Ensure that objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- Ensure that financial discipline as a keystone for proper and prudent use of resources is sustained.

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the Planning, Monitoring and Evaluation Section to the organs representing the TALIRI Community such as the Institute Management Team and Board of Director. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 4.1 shall guide the format of the progress reports while table 4.2 will show the internal reporting plan and table 4.3 will show the external reporting plan.

Table 4.1: Example of quarterly progress report

No	Objective	Planned targets	Planned activities	Planned budget	Actual expenditure	Achievements/Actual Implementation Status	Remarks

4.2 Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Section Report	Manager/Unit Heads	Weekly	Manager /Heads of Unit
2	Department /Unit Report	Manager Planning	Monthly	Managers/ Heads of Unit
3	Financial Report	DG/Director of Corporate Service	Monthly	Heads of Finance and Accounts Units
4	Quarterly Progress Report	DG/Board Committees/ Board	Quarterly	Manager Planning
5	Mid – Year Review Report	DG/Board Committees/ Board	Semi Annually	Manager Planning
6	Annual Progress Report	DG/Board Committees/ Board	Annually	Manager Planning
7	Annual Performance Report	DG/Board Committees/ Board	Annually	Director of Corporate
8	Liability Report	DG/Director of Corporate Service	Quarterly	Head of Internal Audit

4.3 External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Quarterly Progress Report	OTR/ Ministry of Livestock and Fisheries	Quarterly	DG/ Board Committees/ Board Chairperson
2	Mid – Year Review Report	OTR/ MLF/ MOF	Annually	DG/ Board Committees/ Board Chairperson
3	Annually Progress Report	OTR/ MLF/ MOF	Annually	DG/ Board Committees/ Board Chairperson
4	Ruling Party Election Manifesto	PMO/ MLF	Semi Annually	DG/ Board Committees/ Board Chairperson
5	Annual Financial Statement	CAG	Annually	DG/ Board Committees/ Board Chairperson

A part from reporting at the various Board committees, there shall be one internal mid review meeting, bringing together the representative of all internal stakeholders to review the strategic plan implementation process. Once in two years, these meetings will also involve external stakeholders. These meetings together with the discussions in various committees will provide opportunities to enhance awareness and ownership of the strategic plan.

4.6.3 Evaluation

In order to assess the Plan performance, there shall be annual Plan Evaluation exercises for the entire plan period. This exercise will help in updating our Strategic Plan on annual basis. In order to match activity funding with plan implementation, evaluation and review; it is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are Interim Evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation to be carried at the end of the planned period (five years) using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the TALIRI Medium Term Strategic Plan (2021/22 – 2025/26) shall largely aim at:

- (i) Establishing whether the Institute is mobilizing adequate resources and the use of such scarce resources is justifiable.
- (ii) Assessing the reasons given with regards to success or failure in achieving implementation targets
- (iii) Understanding whether the Plan implementation is achieving desired impact in fulfilling the TALIRI mission

4.6.4 Review

Plan review is important in order to remain focused in realizing the TALIRI core missions and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, Plan reviews are meant to be responses to the shortcomings in the course of Plan implementation. There shall be minor Plan reviews annually, Medium Plan reviews after two and half years and a major Plan review after five years.

4.6.5 Assumptions

For the objectives of the TALIRI Medium Term Strategic Plan (2021/22 – 2025/26) to be achieved, the following are the major assumptions which need close monitoring and timely response by TALIRI management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of TALIRI in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.

4.6.6 Risks Management

In today's corporate strategic management, TALIRI 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 Institution over the plan period in order to ensure research 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 TALIRI 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 Institute during the plan have been identified as: strategic, compliance, operational, technical and financial risks which are managed with TALIRI as stipulated in the TALIRI Risk Register.

Monitoring And Evaluation Framework

SN	TARGET DESCRIPTION	KEY PERFORMANCE INDICATOR	Base line Value 2020/21	INDICATOR TARGET VALUE					Source/ Means of Verification	Reporting Frequency	Responsible Person
				2021/22	2022/23	2023/24	2024/25	2025/26			
1	Awareness on HIV and AIDS infections and voluntary test created to 207 staff by June 2026.	Number of Staff attended HIV and AIDS awareness seminars.	50	22	40	100	150	200	Annual report	Quarterly report	MADMIN
		Number of Staff voluntarily tested for HIV and AIDS	50	22	40	100	150	200	Annual report	Quarterly report	MADMIN
		Number of protective gears distributed (male and female condoms).	1000	1500	2000	3000	3500	4000	Annual report	Quarterly report	MADMIN
2	Care and Supportive Services to Staff living with HIV and AIDS provided by June, 2026.	Number of staff provided with nutrition (Special diet).	0	0	4	4	5	5	Annual report	Quarterly report	MADMIN
		Number of people attended NCD awareness seminar	0	0	10	8	12	15	Annual report	Quarterly report	MADMIN
3	Anti-corruption guidelines published and distributed to 8 TALIRI	Number of corruption cases reported	0	0	0	0	0	0	Annual report	Quarterly report	MADMIN
		Suggestion box on place	9	9	9	9	9	9	Annual report	Quarterly report	MADMIN

	Centers by June 2026	Number of Integrity committee meetings conducted	0	2	2	2	2	2	Annual report	Quarterly report	MADMIN
4	13 technologies for increasing livestock production developed and tested by June 2026	Productivity indices calving rates (%)	50	50	65	70	75	80	Annual report	Quarterly report	MRI
		Growth rate (ADG)	0.2	0.22	0.25	0.3	0.35	0.4	Annual report	Quarterly report	MRI
		Mortality rates (%)	5	4	4	3	3	3	Annual report		MRI
		Number of new technologies	13	13	13	13	14	14	Annual report	Quarterly report	MRI
		Number of improved Pig produced	0	0	160	320	400	480	Annual report	Quarterly report	MRI
		Number of Sheep and goat produced	700	700	2765	2900	3500	4000	Annual report	Quarterly report	MRI
		Number of improved chickens	100	200	500	15000	18000	20000	Annual report	Quarterly report	MRI
		Number of improved pasture / forage species/cultivars	5	5	8	10	10	10	Annual report	Quarterly report	MRI
6	13 improved livestock technologies disseminated by 2026.	Number of improved beef cattle disseminated	30	50	100	700	1000	1300	Annual report	Quarterly report	MLTT
		Number of improved dairy cattle disseminated	50	70	120	300	400	500	Annual report	Quarterly report	MLTT

		Number of technologies for improving chicken productivity disseminated	2	3	3	3	3	3	Annual report	Quarterly report	MLTT
		Number of new technologies disseminated	5	6	7	7	7	8	Annual report	Quarterly report	MLTT
		Number of improved Pig disseminated	100	700	2000	2500	2500	3000	Annual report	Quarterly report	MLTT
		Number of improved Sheep and goat disseminated	200	500	1000	1200	1500	2000	Annual report	Quarterly report	MLTT
7	20,000 livestock stakeholders outreached by 2026	Number of farmers / stakeholders received training	5000	7000	10000	12000	16000	20000	Annual report	Quarterly report	ZD
		Number of outreach programs	8	8	8	8	8	8	Annual report	Quarterly report	ZD
8	Engaging different stakeholders on research activities enhanced by June 2026	Number of MoUs signed	10	10	10	10	10	10	Annual report	Quarterly report	DG, DLR, HLSU
9	10 collaborative research programmes facilitated by June 2026	Number of collaborative programs	10	10	10	10	10	10	Annual report	Quarterly report	DG, DLR, HLSU

10	Participation in 40 agricultural and livestock shows and exhibitions facilitated by June 2026	Number of Agricultural Exhibitions/Shows attended	8	8	8	8	8	8	Annual report	Quarterly report	MTT, HPRM, ZD
11	50 research projects developed and submitted by June 2026	Number of Research proposals developed and submitted	10	15	20	30	40	50	Annual report	Quarterly report	DG, DLR, MRI
12	Western Zone Research Centre established and operationalized by June 2026	Western zone office established	0	0	0	1	1	1	Annual report	Quarterly report	DG, DLR, MRI, ZD
13	Participatory planning and Budgeting of livestock research programs enhanced by June, 2026	MTEF Forms	1	1	1	1	1	1	Annual Plan	Quarterly report	MPME
		Action Plan and Cash flows	1	1	1	1	1	1	Annual Plan	Quarterly report	MPME
		Budget guideline	1	1	1	1	1	1	Annual Plan	Quarterly report	MPME
14	Monitoring, Evaluation and reporting mechanisms strengthened by June, 2026	M&E reports	4	4	4	4	4	4	Annual report	Quarterly report	MPME
		Audit reports	1	1	1	1	1	1	Annual report	Quarterly report	CIA
		Financial statements	1	1	1	1	1	1	Annual report	Quarterly report	CA
		Progressive reports	4	4	4	4	4	4	Annual report	Quarterly report	MPME

15	Research infrastructures developed by June 2026	Number of new research infrastructures	7	14	21	28	36	44	Annual report	Quarterly report	DG, DLR, MRI, HPMU, MPME, ZD
16	Research infrastructures rehabilitated by June 2026	Number of rehabilitated research infrastructures	0	3	5	8	10	16	Annual report	Quarterly report	DG, DLR, MRI, HPMU, MPME, ZD
17	TALIRI head quarters office building constructed by June 2026	Office building	0	0	0	1	1	1	Annual report	Quarterly report	DG, DCS, HPS, MPME
18	20 two in one Staff houses constructed by June 2026	Number of New staff houses	0	0	0	2	3	3	Annual report	Quarterly report	DG, DCS, HPMU, MPME, ZD
19	8 research farms equipped with farm implements and equipment by June 2026	Number of farms	0	3	4	1	2	3	Annual report	Quarterly report	DG, DCS, DLR, HPMU, MPME, ZD
		Number of farm implements	0	3	4	1	2	3	Annual report	Quarterly report	DG, DCS, DLR, HPMU, MPME, ZD
20	Reliable transport services provided to	Number of Vehicle bought	0	2	1	2	4	5	Annual report, Asset Register	Quarterly report	DG, DCS, DLR, HPMU,

	headquarters and centres by June 2026										MPME, ZD
		Number of Vehicles maintained	0	2	2	5	6	6	Annual report	Quarterly report	DG, DCS, DLR, HPS, MPME, ZD
		Number of new Motorcycles bought	0	2	2	5	6	6	Annual report, Asset Register	Quarterly report	DG, DCS, DLR, HPMU, MPME, ZD
		Number of Motorcycles maintained	0	3	4	8	8	8	Annual report	Quarterly report	DG, DCS, DLR, HPMU, MPME, ZD
21	50 Farm infrastructures rehabilitated by June 2026	Number of farm infrastructures rehabilitated	0	3	10	20	20	10	Annual report	Quarterly report	DG, DCS, DLR, HPMU, MPME, ZD
22	Water reticulation systems at all TALIRI centers rehabilitated by June 2026;	Number of water infrastructure	0	1	2	3	3	4	Annual report	Quarterly report	DG, DCS, DLR, HPMU, MPME, ZD
23	50 Staffs houses rehabilitated by June 2026	Number of staff houses rehabilitated	0	0	0	0	20	30	Annual report	Quarterly report	DG, DCS, DLR, HPS, MPME, ZD

24	8 research farms surveyed, provided with title deeds and fenced by June 2026	Number of farms surveyed	0	1	1	2	3	2	Annual report	Quarterly report	DG, DCS, DLR, HPMU, MPME, ZD
		Number of title deeds acquired	0	0	0	2	4	2	Annual report	Quarterly report	DG, DCS, DLR, HPMU, MPME, HLSU, ZD
25	40 Management and Board Meetings held in quarterly bases by June 2026	Number of meetings	4	8	8	8	8	8	Annual report, Meeting minutes	Quarterly report	DG, DCS, MADMIN
26	Financial Management and Control Systems strengthened by June 2026	Audit reports	1	1	1	1	1	1	CAG Report	Annual report	DG, CA, CIA
		Financial statements	1	1	1	1	1	1	CAG Report	Annual report	DG, CA, CIA
27	Communication of research and technology transfer activities through electronic and print media facilitate by June 2026	Number of publications (papers, brochures)	50	50	100	100	300	500	Annual report	Quarterly report	HPRM, MLTT, MRI

28	10 MoUs with local and international organizations prepared and implemented by June 2026	Number of MoUs	2	2	2	3	2	2	Annual report	Quarterly report	DG, DLR, HLSU
29	The Special Purpose Vehicle (SPV) for TALIRI production purposes established and operationalized by June 2026	Registered company in place	0	0	0	1	1	1	Annual report	Quarterly report	DG, DCS, HLSU, MPME
30	Working environment of 207 TALIRI Staffs improved by June 2026	Working tools	Present	Present	Present	Present	Present	Present	Annual report	Quarterly report	DG, DCS, MHR, MADMIN
31	Staff welfare provided by June 2026	Statutory benefits	Present	Present	Present	Present	Present	Present	Annual report	Quarterly report	DG, DCS, MHR, MADMIN
32	Staffs at all levels recruited by June 2026	Number new staffs recruited	4	5	7	10	15	17	Annual report	Quarterly report	DG, DCS, MHR, MADMIN
		Number staffs transferred	2	2	7	1	2	4	Annual report	Quarterly report	DG, DCS, MHR, MADMIN

33	One (1) Postgraduate and Research Fellow Hostel constructed by June 2026	Number of hostels	0	0	0	1	1	1	Annual report	Quarterly report	DG, DCS, DLR, ZD
34	Staffs training needs assessed and facilitated by June 2026	Number of staffs undertaking training	0	0	23	25	30	40	Annual report	Quarterly report	MHR
35	100 researchers trained to write winning proposals by June 2026	Number staffs trained	0	0	10	30	30	30	Annual report	Quarterly report	DLR, MRI
36	24 staff on commercial farming trained by June 2026;	Number staffs trained	0	0	0	8	8	8	Annual report	Quarterly report	DLR, DCS, MRI, MPME
37	Procurement management and control systems strengthened by June 2026	Number of tender board meetings	4	4	4	4	4	4	Annual report	Quarterly report	DG, HPMU
		Audit reports	1	1	1	1	1	1	CAG Report, PPRA report	Annual report	DG, CA, CIA
38	10 Master workers council facilitated by June 2026	Number of meetings	1	1	1	2	2	2	Annual report, Meeting minutes	Quarterly report	WCS, MADMIN, DCS

39	Institutional Scheme of service established and operational by June 2026	Scheme of service in place	1	1	1	1	1	1	Scheme Service document	Annual report	DG, DCS, MHR
40	5 regulations established by June 2026	Number of regulations	1	1	1	1	1	1	Annual report	Quarterly report	DG, DCS, HLSU
41	8 commercial units at each research farm established by June 2026	Number of commercial units	0	0	0	8			Annual report	Quarterly report	DG, DCS, HLSU, MPME, ZD
42	Risk management strategy established by June 2026	Risk frame work in place	0	0	0	1	1	1	Risk Management framework	Annual report	CIA, Rco
43	Valuation of assets in all centers facilitated by June 2026	Valuation report	0	0	0	1	1	1	Valuation report	Annual report	CA, HPS

TALIRI Organization Structure

Chart II

THE APPROVED ORGANISATION STRUCTURE OF TALIRI
(Approved by the President on 17th November, 2019)

