THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF AGRICULTURE
TANZANIA AGRICULTURAL RESEARCH INSTITUTE

TARI STRATEGIC PLAN 2025/26 - 2029/30

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THE UNITED REPUBLIC OF TANZANIA

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2025/2026 – 2029/2030

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LIST OF ABBREVIATIONS

ASDP II	Agricultural Sector Development Plan Phase II
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
CAADP	Comprehensive Africa Agricultural Development Programme
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
CCUS	Carbon Capture, Utilization and Storage
CGIAR	Consultative Group on International Agricultural Research
COSTECH	Commission for Science and Technology
FAU	Finance and Accounts Unit
FYDP III	Third National Five Years Development Plan
GAPs	Good Agricultural Practices
GDP	Gross Domestic Product
HICT	Head of Information and Communication Technology
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICT	Information and Communication Technology
IITA	International Institute for Tropical Agriculture
IPM	Integrated Pest Management
ISO	International Organization for Standardization
LANs	Local Area Networks
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MSEMR	Manager for Social Economic and Marketing Research
MT	Metric Tones

MTEF	Medium Term Expenditure Framework
MTR	Mid-Term Review
NACSAP	National Anti-Corruption Strategy and Action Plan
NARA	National Agricultural Research Agenda
NBS	National Bureau of Statistics

STATEMENT FROM THE BOARD CHAIRPERSON

As stewards of Tanzanian agricultural research, the Board of Directors of the Tanzania Agricultural Research Institute (TARI) is honored to present this Strategic Plan for the next five years (2025/26 – 2029/30). Our commitment to driving impactful change is unwavering, and we are proud to stand at the forefront of innovation and progress in the agricultural sector.

At the heart of our strategy lies a firm belief in the power of collaboration. We recognize that achieving our ambitious goals requires robust involvement of key strategic partners across sectors. Through collective action and shared vision, we are confident in our ability to transform Tanzania agricultural landscape for the betterment of all.

This Strategic Plan is not just a roadmap but a testament to our dedication to excellence and resilience. By aligning our efforts with national and international frameworks, we ensure that our work remains relevant, impactful, and sustainable. Together, we will harness the full potential of the Tanzania agricultural sector, driving prosperity, sustainability, and inclusive growth for generations to come.

As we embark on this journey towards a brighter future, we extend our gratitude to all our stakeholders for their unwavering support and commitment. Together, we will overcome challenges, seize opportunities, and create a legacy of agricultural excellence that will be sustainable for years to come.

Thank you all for your trust, partnership, and dedication to transforming Tanzania agricultural landscape. With your continued support, we are confident that we will, together, achieve our vision of a prosperous, resilient, and sustainable future for all.

Andrew W. Massawe
BOARD CHAIRPERSON

STATEMENT FROM THE DIRECTOR GENERAL

Following a thorough evaluation of the previous and initial Strategic Plan (2019/20 – 2024/25), I am pleased to present the second Five- Year Strategic Plan (SP) for 2025/26 – 2029/30. This SP has been developed in accordance with the Tanzania Public Sector Medium- Term Strategic Planning and Budgeting Manual (MTSPB) of 2008, as well as other pertinent national and international guidelines, and aligns with TARI commitment to continuous improvement in fulfilling its mandate. This SP adheres to the Parliamentary Act No. 10 of 2016, under which TARI was established. Our mandate is to conduct, regulate, promote, and coordinate all agricultural research activities undertaken by public and private research institutes or organizations in Tanzania. We aim to strengthen the national agricultural research system to enhance the development and dissemination of technologies, innovations, and management practices (TIMPs) to address the real needs of farmers and other agricultural stakeholders.

The evaluation of the previous SP has been instrumental in assessing our progress, identifying achievements, and addressing challenges encountered during implementation. The findings have enabled us to develop a more focused direction to ensure alignment with the evolving needs of TARI, national development priorities, and stakeholders' expectations. In contrast to the previous SP, the current SP has effectively translated the seven strategic objectives into a comprehensive Theory of Change (ToC), culminating in a robust results framework with a clearly defined monitoring, evaluation, and learning framework. The partnerships, data generation, and knowledge management approaches have been explicitly emphasized. Given the strategic objectives outlined in this SP and the implementation structure laid out, I urge all departments and TARI staff to effectively implement the second SP to achieve the set outcomes and the ultimate goal.

I extend my gratitude to TARI staff for their valuable contributions and participation in the process of developing this plan. I further express my appreciation to our esteemed stakeholders including Sector Ministries, National Institutions, International Research Institutions, Private Institutions, Farmers Associations, World Bank (WB), International Fund for Agricultural Development (IFAD) and other Development Partners (DPs) for their contribution, peer review and work closely with TARI in ensuring the institutional objectives are realized in line with national broad objectives. It is my firm belief that the successful implementation of the Second SP will significantly advance the aspirations of the Tanzania Vision 2050 and the Tanzania Agriculture Master Plan (2025-2050). I take this opportunity to call upon all stakeholders, including Development Partners, Non-State Actors, and the Private Sector, to continue supporting TARI in achieving these objectives.

Dr. Thomas N. Bwana
DIRECTOR GENERAL

CHAPTER ONE
INTRODUCTION

The Tanzania Agricultural Research Institute (TARI) is a semi-autonomous public institution operating under the jurisdiction of the Ministry of Agriculture. TARI was established pursuant to Section 3(1) of the Tanzania Agricultural Research Institute Act, Cap. 51. The Institute became operational in July 2018 and has been the principal entity responsible for coordinating and implementing agricultural research activities within the National Agricultural Research System (NARS) across Mainland Tanzania.

TARI has established a decentralized research infrastructure comprising 17 specialized Research Centres strategically located within Tanzania seven agro- ecological zones. These include: the Central Zone – TARI Makutupora and TARI Hombolo; the Eastern Zone – TARI Ilonga, TARI Ifakara, TARI Dakawa, TARI Mlingano, TARI Mikocheni, and TARI Kibaha; the Lake Zone – TARI Ukiriguru and TARI Maruku; the Northern Zone – TARI Selian and TARI Tengeru; the Southern Zone – TARI Naliendele; the Southern Highlands Zone – TARI Uyole and TARI Kifyulilo; and the Western Zone – TARI Tumbi and TARI Kihinga. Each Centre is mandated to implementing crop-specific and cross-cutting research activities in alignment with the National Agricultural Research Agenda (NARA), thereby addressing region-specific agro-ecological challenges and priorities.

In fulfilling its mandate, TARI collaborates extensively with both national and international research and development partners. The Institute is an active member of regional research networks, including the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) and the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), thereby reinforcing its role in regional agricultural innovation systems and knowledge exchange platforms.

1.1 The Mandates, Roles and Functions

1.1.1 Mandates

According to the Tanzania Agricultural Research Institute Act of 2016, TARI is mandated to conduct, regulate, promote, and coordinate all agricultural research activities conducted by public and private research institutes or organizations in Tanzania. The aim is to promote and strengthen NARS, enhance the development and dissemination of technologies, innovations, and management practices (TIMPs), and address the real needs of farmers and other agricultural stakeholders.

1.1.2 Roles and Functions

According to Section 4 (2) of the said Act, major roles and functions of the Institute are to:

(i) Conduct, promote and coordinate basic, applied and strategic agricultural research;

(ii) Advise the Government through the Ministry of Agriculture on the formulation of national policies, laws and regulatory frameworks for promoting and

regulating agricultural research in the country;

(iii) Formulate and oversee the implementation of intellectual property policy of the Institute;

(iv) Formulate research standards, code of ethics, conduct and practice, and guidelines for delivery of agricultural research services;

(v) Set, in collaboration with key stakeholders, national agricultural research agenda and priorities of the national agricultural research system and coordinate the implementation of such agenda and priorities;

(vi) Establish and operate an efficient system of documentation, dissemination and promotion of information on agricultural research;

(vii) Promote advancement of skills by providing facilities for training research personnel for the Institute and other stakeholders for better carrying out basic, applied and strategic research;

(viii) Mobilize funds for agricultural research and development;

(ix) Coordinate and promote cooperation and collaboration with other countries, institutions, scientific or professional societies and other agricultural research service providers, with regard to agricultural sector;

(x) Provide, undertake and promote consultancy services in research, training and dissemination of information in agriculture and allied sciences;

(xi) Register and maintain a register of agricultural research service providers and their research projects in the public and private sectors;

(xii) Promote seed deployment and multiplication; and

(xiii) Establish and maintain a gene bank for characterizing, evaluating and conserving plant genetic resources.

1.2 The Purpose of the Plan

This Plan aims to strategically align TARI institutional interventions with overarching national development priorities, as articulated in domestic and international policy instruments. The Plan establishes an operational framework to inform evidence- based decision-making, optimize resource mobilization and allocation, and effectively execute the Institute vision, mission, and statutory mandates over the five- year planning horizon.

1.3 Methodology

A multidisciplinary task force was constituted to spearhead the formulation of TARI

Strategic Plan (SP) for the period 2025/2026–2029/2030. The development process employed participatory and consultative approaches, ensuring the integration of perspectives and inputs from both internal and external stakeholders. As part of the exercise, the preceding Strategic Plan was comprehensively reviewed, and this went abreast with the analysis of key planning and policy instruments, including the Medium-Term Strategic Planning and Budgeting Manual, Sustainable Development Goals (SDGs), Tanzania Agriculture Master Plan 2050, and Agenda 10/30. This analytical process facilitated the identification of strategic priorities, critical thematic areas, and corresponding strategic objectives. Upon the conclusion of the multi-level stakeholder consultations, the draft Strategic Plan was submitted to the Board of Directors for further critical review and formal endorsement.

1.4 Preparation Process

The Second Strategic Plan (2025/26 – 2029/30) was formulated through participatory working sessions that engaged key stakeholders, including TARI management, staff, and external partners. This process was facilitated by a taskforce team, which engaged in extensive consultations drawing from both internal and external expertise. The taskforce conducted a series of meetings to familiarize members with the scope and complexity of the assignment, deliberating on the optimal approach to address the task, ultimately devising a roadmap for the development of this Plan.

To enhance effectiveness, the taskforce was divided into various teams, each focusing on a specific strategic goal. During these meetings, the taskforce conducted a documentary review of the evaluation report of the previous Strategic Plan (2019/20 – 2024/25). This document was instrumental in assessing progress, identifying achievements, and challenges encountered during implementation. The documentary review also encompassed the existing national frameworks. Subsequently, based on situation analysis, critical issues were identified, forming the foundation for the development of new strategic objectives, anticipated outcomes (both immediate and intermediate), and corresponding outputs. This phase culminated in the creation of a draft Results Framework and Monitoring and Evaluation (M&E) plan, incorporating a results chain with all Key Performance Indicators (KPIs), including output-based, outcome-based, and impact-based KPIs. These KPIs included their definitions, units of measurement, levels of disaggregation, data sources, and methods of data collection.

Following the completion of a draft results framework and Monitoring and Evaluation (M&E) plan, which included the Key Performance Indicators (KPIs), and considering that other sections of the Strategic Plan (SP) had been previously developed, this phase entailed the compilation of all sections and appendices. These included the Theory of Change, Results Framework, MEAL matrix, and Budget, culminating in the draft of the SP. Subsequently, the taskforce team presented the draft to the TARI Management Meeting for validation. This phase was a critical step in the process of developing SP before submitting the document to the TARI Board of Directors for final approval.

After obtaining approval from the TARI Management, the draft was shared to external stakeholders and later with the Finance, Administration, and Human Resource Management Committee (FAHRM) of the TARI Board of Directors. The external stakeholders consulted included Sector Ministries (Ministry of Agriculture, Ministry of Industry, Ministry of Local Government and Regional Administration, President Office Public Service Management and Good Governance), the Planning Commission, Semi-Autonomous Government Agencies/Authorities/Institutes, Farmer Organizations, Research Institutions, Universities and other related organizations, international organizations and NGOs, Seed Companies, Banks, and Media. The feedback received from stakeholders was incorporated into the TARI SP document, which was then submitted to the Board of Directors for approval. At the conclusion of this process, the TARI SP draft document was shared with the Ministry of Agriculture, the World Bank and other development partners (PDs) for their comments during the TFSRP World Bank

mission. The feedback provided during this process was incorporated into the final document. Overall, the new TARI Strategic Plan was developed in a participatory manner, involving management, staff, and other external stakeholders. Consequently, the document reflects a diversity of inputs addressing the mandate of TARI.

1.5 The Layout of the Plan

The Strategic Plan is organized into seven core chapters, supplemented by appendices. Chapter One provides an introductory context, detailing the institutional background, mandates, roles and functions, rationale, and purpose of the Plan, methodological approach, structural layout of the document, and preparation process.

Chapter Two offers a comprehensive Situational Analysis, which includes a review of the previous vision and mission statements, alignment with national and international development frameworks, institutional performance assessment, stakeholder mapping, SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis, PESTEL (Political, Economic, Sociocultural, Technological, Environmental, and Legal) analysis, and the identification of critical strategic issues.

Chapter Three delineates the Strategic Framework, articulating the revised mission and vision statements, institutional core values, strategic goals and objectives, and the approach for engaging and financing national and regional partnerships.

Chapter Four delineates the results framework, encompassing its structure and composition, indicator design and management approach, integration of cross- cutting priorities, and the Theory of Change (ToC). This chapter culminates in a comprehensive results framework matrix, provided as an annex, which includes Key Performance Indicators (KPIs) categorized as output-based, outcome-based, and impact-based. These KPIs are detailed with their definitions, measurement units, disaggregation levels, data sources, methods of data collection, frequency of data collection, and the responsible entity for each KPI.

Chapter Five details the Monitoring, Evaluation, and Learning plan, addressing the monitoring component of the Strategic Plan, monitoring strategies, performance assessment mechanisms, strategic plans for evaluation and learning components, reporting plan, integrated relationship between ToC, results frameworks, monitoring, learning, and reporting, approach for data and knowledge management, and approach for disseminating knowledge and technologies for field-level impact. Moreover, it provides details on the strategies for data and knowledge management and the promotion of Public-Private Partnerships.

Furthermore, Chapter Six covers organizational implications for strategic plan implementation, including the functions of the Managing Board, Director General, and core directorates, institutional units' system support and operational assurance, research centers and sub-centers' decentralized implementation mechanisms, and knowledge management, communication, institutional learning, and knowledge utilization.

Finally, Chapter Seven outlines the Mid-Term Expenditure Framework (MTEF), providing details of budget principles and key assumptions, funding sources, financial management, accountability and reporting, estimated resource requirements, and budget breakdown by strategic objectives.

CHAPTER TWO
SITUATIONAL ANALYSIS

2.1 Overview

The situational analysis for TARI constitutes a comprehensive evaluation of the Institution current performance in executing its mandated functions, with a focus on service delivery efficacy. This chapter presents both internal and external contextual assessments, encompassing a review of the previous vision and mission statements, an in-depth performance appraisal of the preceding Strategic Plan, benchmarking against comparable institutions and best practices, and systematic analyses including SWOC, PESTEL, and stakeholder engagement mapping. Additionally, the chapter incorporates a synthesis of recent institutional initiatives, a review of pertinent strategic information, and the identification of critical issues that inform the subsequent strategic focus.

2.2 Analysis of the Previous Mission and Vision

2.2.1 Previous Vision

The previous Vision, which is, "*To be the Institute of excellence for agricultural research in the country and beyond*," reflects the aspiration of TARI to establish itself as a Premier Institution in the agricultural research landscape. The analytical interpretation of this vision reveals the following strategic implications:

1. The repositioning of TARI as a national centre of excellence and a reference institution for agricultural research, extending beyond the traditional definition of an institute;
2. The need to broaden its geographical scope of influence to encompass the entire African continent, instead of limiting its strategic outlook to Tanzania and undefined external territories; and
3. The imperative to align with the national agenda and government commitment to contribute to regional food security, particularly by enhancing Tanzania capacity to support agricultural transformation across the African continent.

2.2.2 Previous Mission

The previous Mission was, "To generate and promote application of knowledge, innovation and agricultural technologies as catalyst of change in achieving

agricultural productivity, food and nutrition security, sustainable agriculture and economic growth involving stakeholders in the country and global community".

However, the analytical review of the statement indicates the following limitations:

4. That the Mission was excessively lengthy and complex, reducing its communicative efficiency; and
5. That the Mission lacked conciseness and clarity, thereby limiting its ease of internalization, retention, and articulation by staff and key stakeholders across institutional and collaborative platforms.

2.3 Performance of the First Strategic Plan (2019/20 – 2024/25)

The assessment of TARI first Strategic Plan (SP) for the period 2019/20–2024/25 reveals notable progress in executing institutional mandates while also highlighting persistent constraints that warrant strategic redress. The review is structured around key thematic objectives, each reflecting varying levels of achievement in alignment with national development aspirations and institutional priorities.

Objective A: HIV/AIDS Mitigation and Support Services

Significant progress was made in mainstreaming HIV/AIDS interventions within the institutional framework. TARI achieved a full coverage of 100 per cent in providing monthly nutritional support and antiretroviral drugs to staff living with HIV/AIDS (SLHA), reflecting a strong commitment to staff welfare and health. Notably, no new HIV infections were recorded during the plan period, and the reported cases of workplace discrimination against SLHA were eliminated. These outcomes underscore the effectiveness of the targeted health and inclusion strategies, though sustainability will depend on continued resource allocation and awareness efforts.

Objective B: Strengthening Anti-Corruption Mechanisms

Efforts to embed integrity within the institutional culture were moderately successful. While only 3 out of the 5 planned anti-corruption seminars were conducted, it is significant that no cases of corruption were officially reported during the implementation cycle. This outcome, albeit encouraging, must be interpreted with caution low reporting may also suggest underutilization of whistle-blower mechanisms or fear of reprisal. Moving forward, reinforcing ethical awareness and enhancing reporting systems will be critical.

Objective C: Development and Dissemination of Agricultural Technologies

This objective recorded substantial achievements, positioning TARI as a major contributor to agricultural innovation. A total of 52 improved crop varieties were released, surpassing the planned target of 50. Moreover, the institution exceeded targets in the development of Integrated Pest Management (IPM) packages (39 vs. 25) and Good Agricultural Practices (27 vs. 30). Although the production of breeder seeds (84.493 MT) exceeded targets, the production of pre-basic seeds (574.877 MT) fell short of the 2,000

MT target, indicating a gap in upstream seed value chain capacity. Similarly, while significant progress was made in germplasm conservation (36,692 accessions collected), infrastructural and technical constraints limit optimal in situ and ex situ management. These achievements reflect TARI strong research capacity, but highlight the need for increased investment in seed production infrastructure, biotechnology, and dissemination mechanisms.

Objective D: Socioeconomic, Marketing, and Policy Support

Performance under this objective was relatively weak. Only two of 15 planned policy briefs for priority commodities were produced. Nevertheless, all eight adoption and impact studies yielded actionable recommendations, indicating the quality of research outputs over quantity. The low volume of policy-oriented publications suggests strengthening institutional policy analysis capacity and enhancing engagement with policy stakeholders to bridge the research–policy gap.

Objective E: Coordination and Harmonization of Agricultural Research

TARI made notable strides in improving institutional coordination and visibility. The adoption of the National Agricultural Research Agenda (NARA) laid the groundwork for harmonized research programming. The participation of scientists in international alliances and forums improved significantly, reaching 50 and 95 per cent of the targets, respectively. Furthermore, competitive grant-winning projects increased by 50 per cent of the expected value, demonstrating the growing institutional credibility and competitiveness. Developing and institutionalizing Standard Operating Procedures (SOPs) further established a regulatory framework for consistent and quality research delivery.

Objective F: Knowledge Management and Communication

Developing and implementing a dedicated communication strategy enabled TARI to exceed its outreach targets. A total of 207 packaged technologies were documented (vs. 200 targeted), and these were disseminated through 2 catalogues, 8 pamphlets, and an impressive 1,262 television and radio programs far surpassing the target of 100. This performance illustrates TARI strong capacity in knowledge packaging and dissemination. However, the Institution still lacks an integrated digital knowledge management platform, which limits access, archiving, and analytics.

Objective G: Institutional Capacity Building

Capacity enhancement efforts were mixed. The construction of offices at TARI Headquarters and Kihinga reached the completion of 63 and 95 per cent, respectively, and preliminary activities for the establishment of Bioscience Centres commenced. Additionally, 245 staff members received specialized training. Furthermore, essential mechanization tools and vehicles were procured. The rehabilitative work on key research infrastructure, such as grape processing facilities and tissue culture laboratories, was also accomplished. Institutional governance instruments (e.g., Schemes of Service, Code of Ethics, and Financial Regulations) were finalized and operationalized. Despite these gains, major infrastructural constraints remain particularly outdated and inadequate research facilities across several centres.

Key Constraints

Despite the accomplishments, several institutional constraints were identified, and this hampered full realization of the Strategic Plan objectives. These include:

A: Inadequate Knowledge Management Systems: The absence of an integrated and digital knowledge management system hindered the effective documentation, retrieval, and dissemination of research outputs. This gap limited institutional memory, innovation tracking, and access to real-time data for decision-making.

B: Weak Monitoring, Evaluation, and Learning (MEL) Mechanisms: The institutional MEL system lacked the robustness to provide timely and evidence-based insights on project and program performance. This constrained adaptive management, results-based reporting, and systematic learning across TARI research centres.

C: Limited Application of Advanced Technologies: The application of molecular biology, bioinformatics, and other emerging technologies in research activities remained suboptimal due to technical capacity gaps and limited investments.

D: Inadequate Infrastructure for Germplasm Conservation and Research Execution: The facilities required for in situ and ex situ conservation of genetic resources were either inadequate or obsolete. Similarly, physical infrastructure for experimentation and seed production lagged behind demand.

E: Low Integration of ICT in Research and Extension: Research design, data collection, analysis, and dissemination were not sufficiently supported by digital platforms, affecting efficiency and scalability.

F: Chronic Underfunding: Limited and unpredictable financial resources constrained the implementation of strategic interventions and modernization efforts.

2.4 Stakeholders Analysis

TARI engages with a broad spectrum of stakeholders across the agricultural research and development landscape as part of its mandate to generate and disseminate knowledge, technologies, and innovations. These stakeholders include, but are not limited to farmers, extension agents, agribusinesses, research institutions, academia, development partners, regulatory agencies, policy-makers, and regional and international research networks. These engagements are both technical and collaborative, ranging from joint research initiatives, knowledge transfer, policy advisory, capacity building, and dissemination of research outputs.

A stakeholder analysis was conducted to better understand and enhance these interactions' effectiveness. This analytical exercise assessed different stakeholder groups' roles, interests, influence, and expectations to TARI service delivery. Specifically, the analysis identified the types of services rendered by TARI— including the provision of improved crop varieties, training, advisory services,
information sharing, and research partnerships—as well as the explicit and implicit

expectations of stakeholders regarding quality, timeliness, relevance, and accessibility of such services.

The results of this stakeholder analysis provide critical insights for improving stakeholder engagement strategies, fostering accountability, and ensuring that TARI interventions are demand-driven and aligned with national and regional agricultural development priorities. A detailed matrix summarising the stakeholder categories, services received, and their corresponding expectations is provided in Annex 1, serving as a reference tool for guiding future collaboration and institutional responsiveness.

2.5 SWOC Analysis

As part of the strategic formulation process, TARI undertook a comprehensive SWOC analysis to systematically evaluate its internal institutional capacities alongside the dynamic external operational environment. This diagnostic exercise was designed to identify core internal enablers and structural limitations, as well as external opportunities and risks that may affect the Institute ability to effectively implement its strategic mandates. The internal dimension of the analysis assessed factors such as organizational governance, scientific expertise, physical infrastructure, digital capabilities, and institutional systems. Conversely, the external component explored developments in agricultural research technologies, policy and regulatory landscapes, regional cooperation frameworks, climate change dynamics, and socio-economic transformations. The outcomes of this appraisal are synthesized and presented in Table 1. SWOC Analysis serves as a foundational input for prioritizing strategic interventions and institutional risk management within the planning horizon.

Table 1:SWOC Analysis

Strengths (Internal Enablers)	Weaknesses (Internal Constraints)	Opportunities (External Enablers)	Challenges (External Threats)
Skilled and experienced workforce	Lack of integrated knowledge management	Regional/international R&D partnerships	Climate change impacts
Effective governance and management	Absence of Client Service Charter	Government ICT platforms (PEPMIS, etc.)	Financial constraints and donor reliance
Robust internal controls and Planning	No digital M&E system	Rising demand for research innovations	Limited access to modern tech
Nationwide specialized research centres	Weak ICT integration and record systems	Advances in smart Agri- tech and genomics	Emerging pests and weak IP rights
Clear legal mandate (TARI Act)	No incentive or succession plan	Regional policy harmonization (seeds)	Low budget execution, shifting priorities
Strong partnerships and collaborations	Limited internal revenue generation	Growth of seed value chain actors and involvement of private sector in commercialization of institution products	Limited control over donor-funded outputs

Strengths (Internal Enablers)	Weaknesses (Internal Constraints)	Opportunities (External Enablers)	Challenges (External Threats)
Established research Infrastructure	Ineffective technology transfer systems	Socio-economic shifts (youth, gender)	Insufficient domestic research funding
Coordinated national research agenda	Inadequate infrastructure and funding	Supportive Agri-policies	Unstable global, political and economic environments

2.6 PESTEL Analysis

In pursuit of strategic adaptability and contextual intelligence, TARI applied the PESTEL analytical framework to examine the macro-environmental factors that influence the execution of its mandate and long-term institutional sustainability. This analytical approach enables the Institute to systematically assess exogenous variables that may present strategic risks or opportunities, enhancing its capacity for proactive decision-making and policy alignment. Through this lens, TARI critically appraises governance dynamics, fiscal and trade environments, socio-demographic transitions, technological evolution, ecological challenges, and the prevailing legal and regulatory architecture impacting agricultural research and innovation. The section hereunder presents the PESTEL dimensions related to TARI operating context, providing key insights that inform the design and implementation of responsive and future-proof strategic interventions.

2.6.1 Political Aspect

Tanzania continues to benefit from a stable political climate, which provides a conducive foundation for implementing economic, financial, and sectoral policies— particularly those aimed at strengthening agricultural research and development. This stability supports the enactment and enforcement of legislative frameworks and institutional reforms. However, occasional misalignment between high-level political directives and institutional strategic plans or budgetary allocations can create operational and planning inconsistencies for TARI, potentially affecting the execution of its research agenda.

2.6.2 Economic Aspect

The agricultural sector remains a cornerstone of Tanzania economy, contributing approximately 26.2per cent to the national Gross Domestic Product (GDP) and employing around 65per cent of the country workforce. The sector is also pivotal to developing other key sectors, including agro-processing and industrialization. Nonetheless, there has been a slight decline in the contribution of agriculture to the GDP from 26.6 per cent in 2019 to 26.2 per cent in 2022, highlighting the need for targeted interventions to reverse the trend. As the national lead agency in agricultural research, TARI is strategically positioned to contribute to the sectoral revitalization through the generation of context-specific technologies and innovations, capacity building, consultancies, and evidence-based technical advice to policy-makers.

2.6.3 Social Environment

Tanzania social landscape in agriculture is transforming, with increasing involvement of women and youth traditionally marginalized groups in productive agricultural activities, particularly within the horticulture value chain. While many women remain engaged in subsistence farming due to limited access to modern farming technologies, a growing segment of youth and educated agripreneurs embrace agriculture as a commercial enterprise. In response to these shifts, TARI is expected to develop and disseminate user-centric technologies that are inclusive, affordable, accessible, and responsive to the differentiated needs of diverse social groups to enhance agricultural productivity and economic empowerment.

2.6.4 Technological Environment

Rapid advancements in science and technology are redefining institutional operations globally, including those within the agricultural sector. Innovations across physical, biological, and digital domains such as artificial intelligence, molecular biology, bioinformatics, and precision agriculture are transforming production, governance, and knowledge dissemination systems. However, TARI current integration of such cutting-edge technologies remains limited. To bridge this gap, there is an imperative for the Institute to adapt and domesticate these technologies to fit local agro-ecological conditions and institutional priorities, thereby enhancing the precision, efficiency, and scalability of research outputs.

2.6.5 Environmental Aspect

Tanzania recognizes the critical importance of her natural resource base and the detrimental effects environmental degradation can have on agricultural productivity and livelihoods. Climate change presents both a challenge and an opportunity for agricultural research. TARI has the strategic obligation to intensify research on climate-smart agriculture, including the development and dissemination of technologies that enhance resilience to climatic variability. Despite this, current research activities pay limited attention to environmental sustainability issues, particularly soil pollution, greenhouse gas emissions, and land degradation. A more proactive environmental research agenda is therefore essential.

2.6.6 Legal Framework Environment

TARI was established under the Tanzania Agricultural Research Institute Act No. 10 of 2016, and its operations are anchored in a supportive, though sometimes fragmented, legal and policy framework. The legal environment includes enabling statutes such as the COSTECH Act No. 7 (1986), Plant Health Act (2020), Plant Breeders' Rights Act (2012), Seeds Act (2003), Plant Protection Regulations (1998), and the National Agriculture Policy (2013). These frameworks collectively shape the research, innovation, and commercialization ecosystem in which TARI operates. However, there remain regulatory and policy bottlenecks that hinder research agility and operational efficiency, necessitating policy dialogue and advocacy to address legal constraints affecting the

research environment.

2.7 Review of Relevant Information

2.7.1 The Tanzania Development Vision (TDV) 2050

Research and Development (R&D) is one of the five strategic drivers of transformation for the Tanzania Development Vision 2050. TARI's strategic orientation is closely aligned with the aspirations of the Tanzania Development Vision 2050, which has three pillars, and TARI's functions are also aligned with these pillars. These are "*A Strong, Inclusive, and Competitive Economy*", "*Human Capabilities and Social Development*" and "*Environmental Integrity and Climate Change Resilience*". In this regard, TARI has been generating climate-resilient agricultural technologies and innovations to enhance productivity, promote value addition, and strengthen food and nutrition security. These contribute to an inclusive and competitive economy, which is the core pillar of TDV 2050. However, the realisation of these contributions remains constrained by limited financial resources and insufficient access to advanced research technologies, which may impede the contribution of the Institute to the National Vision 2050. However, through exemplary implementation of the strategic plan, success becomes a reality.

2.7.2 National Five-Year Development Plan 2021/22-2025/26 and Other Plans

The Third National Five-Year Development Plan (FYDP III) which is anchored into Tanzania Development Vision 2025 that focuses on high quality livelihood, Peace, stability, and unity, Good governance and the rule of law, A well-educated and learning society and A strong and competitive economy positions agriculture as central to Tanzania industrial transformation agenda and as a critical source of livelihood for approximately 65per cent of the population. Despite this, agricultural growth has remained modest, underscoring the urgent need for the integration of research and technology to enhance productivity, reduce costs, and improve profitability. TARI has been actively responding to this policy direction by generating relevant technologies to support yield enhancement, market competitiveness, and the resilience of agricultural systems, thereby contributing to the broader objectives of FYDP III. Given the new Tanzania Development Vision 2050, TARI will also align its activities to those other plans.

2.7.3 National Agriculture Policy (2013)

The National Agriculture Policy (2013) envisions a modernized, commercial, productive, and sustainable agricultural sector that serves as a key driver for inter- sectoral linkages and national development by 2025. TARI research agenda supports this vision through innovation development, technology dissemination, capacity strengthening for farmers, and technical support to policymakers. However, the absence of modern research infrastructure and inadequate mechanization, coupled with limited commercialization of value-added products, continue to hinder optimal implementation of the policy objectives.

2.7.4 Agricultural Sector Development Plan Phase Two (ASDP II)

The ASDP II seeks to transform agriculture through sustainable practices, improved rural infrastructure, enhanced farmer livelihoods, and strengthened food and nutrition security. A persistent challenge under ASDP II has been limited progress in addressing rural nutrition. In response, TARI has aligned its research priorities to include the development of biofortified crop varieties such as Quality Protein Maize, nutrient-dense rice, iron and zinc rich beans, vegetables, fruits and potatoes thus contributing to the establishment of resilient and nutrition-sensitive food systems.

2.7.5 Tanzania Agricultural Master Plan (TAMP) 2050

The Tanzania Agricultural Master Plan (TAMP) 2050 outlines an ambitious trajectory for transforming the agricultural sector into a key driver of economic prosperity by mid-century. It targets a tripling of agricultural productivity through sustainable intensification, improved access to high-quality and nutritious food, and the inclusion of women and youth as key change agents. TARI contributes to this transformation by conducting research on more than 16 priority crops identified in TAMP. To enhance its contribution, the Institute must further strengthen its capacity to generate and disseminate scalable technologies across priority commodity value chains to suit women and youth agricultural production line like vegetables which can be produced within a very short time.

2.7.6 Agenda 10/30

Agenda 10/30 provides a strategic roadmap for accelerating agricultural growth through targeted public and private investments, aiming to elevate the crop sub- sector GDP growth rate from 5.4to 10per cent by 2030. The Agenda 20/30 focuses on 13 strategic crops including maize, rice, cotton, sunflower and legumes, and addresses constraints related to access to improved inputs, mechanization, irrigation, and extension services. Given its research mandates covering most of the targeted crops, TARI is expected to increase investments in infrastructure, human capital, and innovation systems to deliver the expected outputs.

2.7.7 Ruling Party Election Manifesto of 2020

The Ruling Party Manifesto aligns with the FYDP III (2021/22–2025/26). The 2020 Ruling Party Election Manifesto emphasises the transformation of agriculture, livestock, and fisheries into productive, market-driven, and food-secure sectors. TARI has aligned its research initiatives with the manifesto policy commitments by advancing the development and deployment of technologies that enhance agricultural productivity, food availability and national self-sufficiency. TARI has aligned its targets to the TDV 2050, ensuring that its alignment remains relevant to the upcoming election manifesto.

2.7.8 Kampala Declaration on Climate Change and Agriculture

The Kampala Declaration, adopted by the African Union in January 2025, built on the Malabo Declaration (2014) and the Maputo Declaration (2003) to supplementary the Comprehensive Africa Agriculture Development Programme (CAADP). The Malabo Declaration focused on agricultural growth and transformation, while the Kampala Declaration expands this to incorporate a more holistic "agri-food systems" approach, including nutrition, sustainability and climate resilience. Comparing the two declarations, Malabo Declaration focused primarily on agricultural production, while the Kampala Declaration expands to include the entire food chain, from production to consumption, incorporating factors such as nutrition, environmental impact, and climate change. The Kampala Declaration introduces a comprehensive 10-year CAADP Strategy and Action Plan, which provides a more detailed roadmap for achieving the goals outlined in the Declaration. The Declaration emphasizes sustainable practices, agroecology, regional integration, and women and youth empowerment. Furthermore, the Kampala Declaration emphasizes the importance of effective implementation, including strengthening institutional and human capacity, fostering public-private partnerships, and promoting regional cooperation. Consequently, this Strategic Plan is more aligned with Kampala Declaration because it (the Plan) is a more comprehensive and action-oriented approach to the agricultural development of the African continent, building upon the foundations laid by the Malabo Declaration and previous CAADP frameworks (Information and Communication Directorate, Press Release Date: 13th January 2025, Venue: Kampala, Uganda).

2.7.9 UN Climate Change Conference of the Parties

The UN Climate Change Conferences (COP27 in Sharm El Sheikh, COP28 in Dubai, and COP29 in Baku) have reinforced global commitments to accelerate climate action through emission reductions, adaptation efforts, and climate finance. In alignment with these global priorities, TARI continues to implement climate-smart agriculture strategies, develop resilient crop varieties, and integrate agro ecological principles through applied research and innovation, thus contributing to global climate mitigation and adaptation efforts.

2.8 Critical Issues

A comprehensive diagnostic analysis reveals critical issues that, inter-alia, limit the agricultural growth necessary for sector transformation. These issues will be addressed in this Strategic Plan.

i. Persistent challenges in implementing responsive and inclusive workplace programs for HIV/AIDS and NCD prevention and support.

ii. Insufficient institutional mechanisms and ethical standards to detect, prevent, and respond to corrupt practices and misconduct.

iii. Vulnerability to climate change impacts coupled with limited access to demand-driven agricultural technologies, innovations, and practices

iv. Inadequate coordination mechanisms and partnership structures to support the widespread adoption of climate-resilient agricultural technologies.

v. Persistent gap between agricultural research and policymaking, and other decision-making domains across the crop value chain.

vi. Inadequate finance to support institutional capacity to effectively execute its mandates.

vii. Inadequate knowledge management systems have limited the documentation, accessibility, and use of research outputs.

The comprehensive situational analysis presented provides an evidence-based diagnosis of TARI institutional performance, contextual dynamics, and strategic positioning. It identified critical systemic and operational challenges ranging from gaps in health and workplace governance to underutilized innovations, weak dissemination systems, policy disconnection, limited institutional capacity, and inadequate knowledge management. These issues, which were examined through SWOC, PESTEL, and stakeholder analyses, form the basis for targeted strategic interventions. Building upon this diagnostic foundation, Chapter Three sets forth the strategic direction that will guide TARI institutional transformation over the 2025/26– 2029/30 period. The Chapter Three defines the Institute revised vision and mission, articulates strategic objectives and implementation strategies, and presents a results-oriented plan designed to drive agricultural innovation, improve organizational performance, and strengthen national research systems.

CHAPTER THREE
THE PLAN

3.1 Strategic Direction

This chapter outlines the Institute strategic direction for the forthcoming five-year period, articulating its vision, mission, core institutional values, strategic objectives, implementation strategies, service delivery outputs, performance targets, and key performance indicators. The formulation of this Strategic Plan is harmonized with relevant national, regional, and international development frameworks to ensure policy coherence and alignment with broader sectoral priorities.

3.2 Vision

To be a global centre of excellence in agricultural research for sustainable development.

3.3 Mission

To develop, disseminate and inform policies on appropriate agricultural technologies for improved livelihood.

3.4 Core Values

The Institute is committed to provide quality services to all its stakeholders in the course of fulfilling its mandate, pursue its vision and accomplish its mission under the guidance of the following core values: -

Core Value	Description
Professionalism	We seek for the highest professional standards and ethical behaviors through openness, honesty, tolerance and respect for individuals.
Equity	We respect all people with dignity and demonstrate high regard for clients, partners and regulatory authorities at all times.
Teamwork	We seek to understand how we can best support each other and make choices that put the team before the individual.
Integrity	We are trustworthy and fair in our deeds, adhering to professional and moral principles to ensure desired outcomes.
Transparency	We guarantee the availability of adequate information for effective collaboration and cooperation for informed decision making.

3.5 Strategic Goal and Objectives

To operationalize the Vision and Mission and respond to the key strategic challenges identified through the situational analysis, the Institute will pursue seven (07) strategic objectives over the five-year planning horizon.

i. Improve prevention and support services for HIV/AIDS and NCDs among employees;

ii. Promote transparency and accountability at the workplace;

iii. Increase the development of demand-driven climate-smart technologies, innovations, and practices for accelerating agricultural growth;

iv. Improve multi-stakeholder collaboration and partnership frameworks that promote the adoption of climate-resilient agricultural technologies;

v. Promote socio-economic, policy, gender, market and trade research for evidence-based policymaking across commodity value chains;

vi. Strengthen resource mobilization to finance institutional capacity for effective mandate execution and leadership in national agricultural research and development;

vii. Strengthen institutional knowledge management for enhanced learning, innovation, and policy influence.

The seven strategic objectives have been consolidated to form an overarching strategic goal: *"To build a resilient, equitable and inclusive sustainable agricultural research system that advances innovation, integrity, partnerships, and contributes to productivity, income growth, food and nutritional security."*

Description of the Strategic Objectives and Strategies: This section outlines the core strategic objectives and strategies that will guide the TARI in achieving its overarching goal over the five-year planning period. Each objective has been formulated to address a specific institutional priority, policy directive, or sectoral challenge identified through the situational analysis and stakeholder consultations. The associated strategies articulate key approaches, interventions, and operational measures that will be employed to realize each objective. Together, these strategic objectives and strategies provide a coherent and results-oriented framework for driving institutional transformation, enhancing agricultural innovation, and delivering measurable outcomes in line with national and regional development agendas.

3.5.1 Improve prevention and support services for HIV/AIDS and NCDs among employees

Rationale

Sustainable agricultural development intrinsically depends on the availability of health and sustained workforce productivity, which forms the backbone of institutional and sectoral performance. However, the continued burden of HIV/AIDS and

non-Communicable Diseases (NCDs) presents a critical institutional vulnerability, significantly constraining human resource capacity and operational effectiveness. These health conditions not only compromise individual health outcomes but also have cumulative organizational effects manifesting in increased absenteeism, diminished employee output, heightened healthcare costs, and accelerated turnover of skilled personnel.

The institutional repercussions are especially profound in knowledge-intensive and labour-driven sectors such as agriculture, where continuity of technical expertise and on-the-ground implementation is vital. Without adequate prevention, support services, and workplace health strategies, the persistence of these diseases will erode institutional resilience, weaken performance management systems, and ultimately impede the achievement of key strategic goals, including the Project Development Objective (PDO). Addressing HIV/AIDS and NCDs is, therefore, not only a public health imperative but also a strategic necessity for safeguarding institutional efficiency, maintaining a high-performing workforce, and ensuring a long- term sustainability of agricultural development initiatives.

Strategies

i. Integrate interventions into institutional policies;
ii. Improve employee access to health services;
iii. Build personnel capacity for management and support;
iv. Embed communication in health programs;
v. Institutionalize support and reintegration services;
vi. Strengthen collaboration with stakeholders; and
vii. Establish system for tracking performance and impact.

3.5.2 Promote transparency and accountability at the workplace

Rationale

Corruption within the agricultural sector constitutes a pervasive governance and institutional risk that significantly undermines sectoral performance, equity, and development outcomes. Corruption manifests in multiple forms including bribery, embezzlement, procurement fraud, regulatory capture, and nepotism across various levels of the agricultural system, from frontline service delivery units to national policymaking institutions. These practices compromise transparency, distort resource allocation, and create inequitable access to agricultural inputs, subsidies, extension services, and market opportunities.

The effects of corruption are systemic and far-reaching. At the operational level, corruption leads to inefficiencies in service delivery, reduces the quality of agricultural investments, and deters innovation and private sector participation.

At the policy level, corruption erodes trust in institutions, weakens accountability mechanisms, and fosters a culture of impunity. These cumulative impacts undermine the integrity and credibility of agricultural governance systems and compromise the effective implementation of agricultural policies and programs. If not proactively addressed, corruption poses a critical barrier to achieving national agricultural transformation goals, including increased productivity, value chain development, food security, and rural poverty reduction. It disproportionately affects vulnerable groups, such as smallholder farmers, youth, and women, by limiting their access to services and economic opportunities. Therefore, strengthening institutional mechanisms for transparency, accountability, and ethical conduct is imperative for fostering an enabling environment for inclusive, efficient, and sustainable agricultural development.

Strategies

i. Institutionalize policies and ethics frameworks;
ii. Enhance internal controls and audits;
iii. Establish protection and grievance mechanisms;
iv. Build staff capacity in governance and accountability;
viii. Digitize administrative and financial processes;
ix. Foster a transparent culture through leadership;
x. Strengthen stakeholder participation and oversight; and
xi. Align institutional efforts with national strategies.

3.5.3 Increase the development of demand-driven climate-smart technologies, innovations, and practices for accelerating agricultural growth

Rationale

This Strategic Objective will address structural constraints that currently limit equitable access to demand-driven, climate-resilient agricultural technologies, innovations, and practices challenges that have significantly exacerbated national climate vulnerability, food insecurity, and rural poverty. The persistent gap between the availability of climate-resilient seed varieties and the actual seed demand particularly in the horticulture (fruit and vegetable) sub-sector is projected to widen further if not addressed. This deficit stems from limited investment in the development of climate-smart technologies and inadequate conservation and utilization of genetic resources within the National Agricultural Research System (NARS).

The low uptake of agricultural innovations and digital technologies despite their potential as transformative levers for modernizing agri-food systems will continue to constrain the sector adaptive capacity unless proactively scaled. In response, the Institute will adopt a comprehensive approach to strengthen research capacity, enhance knowledge dissemination systems, and expand inclusive innovation ecosystems that respond to the needs of both male and female farmers.

The GoT has reaffirmed its commitment to strengthening climate-resilient agriculture through policy reforms and targeted investment in research and innovation. This commitment is being operationalized through strategic partnerships with development partners, including the World Bank and the International Fund for Agricultural

Development (IFAD). Through initiatives such as the Tanzania Food Systems Resilience Project – Horticulture (TFSRP-H), these collaborations will enhance the institutional and operational capacity of TARI by improving the predictability of research funding and enabling investment in modern infrastructure, advanced technologies, and human capital development. Emphasis will be placed on empowering youth and women, particularly young female scientists, to actively participate in the research and innovation landscape.

These coordinated efforts will contribute to increased agricultural productivity, enhanced household incomes, improved food and nutrition security, and greater resilience of farming systems to climate change thus accelerating the achievement of national agricultural transformation and inclusive rural development objectives.

Strategies

i. Enhance capacity in research and innovation;
ii. Establish sustainable financing mechanisms;
iii. Institutionalize inclusive priority-setting processes;
iv. Promote digital and smart solutions;
v. Build partnerships and innovation ecosystems;
vi. Expand technology access and adoption;
vii. Develop human capital in research and innovation;
viii. Improve conservation and use of genetic resources; and
ix. Align strategies with national and global frameworks.

3.5.4 Improve multi-stakeholder collaboration and partnership frameworks that promote the adoption of climate-resilient agricultural technologies

Rationale

Tanzania agricultural sector is increasingly vulnerable to the impacts of climate change, including erratic weather patterns, prolonged droughts, and declining soil productivity. While TARI has made commendable progress in developing climate- resilient agricultural technologies, the adoption of these innovations at large scale remains limited. This is primarily due to weak institutional coordination, fragmented stakeholder engagement, and lack of structured partnerships that facilitate effective dissemination and uptake.

Despite TARI technical capacity and research outputs, the absence of robust multi-stakeholder platforms has constrained its ability to engage systematically with key actors, such as extension services, agribusinesses, development partners, local governments, and farmer organizations. As a result, many promising technologies fail to reach the intended users or are adopted at a pace insufficient to meet the growing climate-related challenges facing smallholder farmers.

Improving multi-stakeholder collaboration and partnership frameworks will empower TARI to play a more central role in driving inclusive innovation and technology dissemination.

Strengthened institutional linkages will enable TARI to align its research agenda with farmers' needs, promote co-creation of adaptive solutions, and foster joint planning, implementation, and learning across the agricultural value chain.

Furthermore, formalizing these partnerships will facilitate the development of shared monitoring systems, promote data exchange, and enhance accountability ensuring that interventions are both impactful and scalable. By anchoring its efforts within coordinated partnerships, TARI will enhance its capacity to support national goals related to climate adaptation, agricultural resilience, and food and nutrition security.

Strategies

i. Establish and operationalize multi-stakeholder innovation platforms;

xii. Develop formal partnership frameworks and MoUs;

xiii. Institutionalize joint planning, monitoring, and review mechanisms;

xiv. Conduct stakeholder mapping and targeted engagement;

xv. Promote public–private partnerships (PPPs) for technology scaling;

xvi. Build capacity for collaborative technology transfer;

xvii. Utilize ICT and digital platforms for coordination and knowledge exchange; and

xviii. Mobilize resources through joint proposal development.

3.5.5 Promote socio-economic, policy, and marketing research for evidence-based policymaking across commodity value chains

Rationale

A persistent disconnect exists between research outputs and evidence uptake within policymaking and other decision-making processes across the crop value chain. This gap undermines the ability of institutions to formulate data-driven, context-specific, and forward-looking policies. Bridging this divide is essential to ensure that scientific research is systematically translated into actionable policy interventions and that decision-making is consistently grounded in robust empirical evidence.

Addressing this challenge will require not only the synthesis and application of the existing knowledge, but also the generation of new, demand-responsive socio- economic, policy, and market studies. These targeted analyses will serve as the foundation for timely policy advisory services and strategic recommendations, enabling institutions to respond effectively to emerging priorities and sectoral challenges.

Strategies

i. Build capacity for applied research;

ii. Establish collaborative research prioritization;

iii. Integrate evidence into policy processes;

iv. Promote cross-institutional collaboration;

v. Develop platforms linking research and policy;

vi. Enhance systems for data management;

vii. Support inclusive and responsive analyses;

viii. Institutionalize stakeholder engagement and validation; and

ix. Align research with national and regional priorities.

3.5.6 Strengthen resource mobilization to finance institutional capacity for effective mandate execution and leadership in national agricultural research and development

Rationale

Institutional capacity and operational effectiveness are fundamental prerequisites for the successful execution of the Institute mandate. Robust governance structures and strategic resource mobilization are critical to fostering institutional growth, ensuring organizational relevance, and promoting long-term sustainability. To position TARI for optimal performance, it is imperative to enhance corporate governance mechanisms, implement robust staff retention and professional development frameworks, strengthen performance management systems, and improve overall workplace conditions.

Additionally, there is a need to enhance the efficiency and effectiveness of asset management systems, develop financial sustainability strategies through involvement of private sector in commercialization of institutional products, and elevate service delivery quality by strengthening customer engagement and satisfaction processes. Collectively, these strategic enhancements will equip the Institute to effectively address emerging challenges and deliver on national agricultural research and innovation priorities. Furthermore, inadequate knowledge management systems, characterized by the lack of a comprehensive and digitized knowledge management framework, significantly hampered effective documentation, retrieval, and dissemination of research outputs. This gap adversely impacted institutional memory, constrained innovation tracking capabilities, and limited access to real-time data essential for informed decision-making.

It is noteworthy that the preceding Strategic Plan did not adequately integrate critical institutional development aspects, including business continuity planning, structured career progression frameworks, customer satisfaction metrics, and modernized governance practices. Consequently, the performance targets outlined in this Strategic Plan incorporate global best practices and benchmarks from comparable institutions due to the limited availability of baseline data. These key institutional strengthening components are now integrated into TARI strategic planning framework.

Strategies

i. Strengthen governance and oversight;

ii. Enhance resource mobilization through different ways.;

iii. Implement comprehensive staff development;

iv. Improve performance management;

v. Upgrade asset management systems; and

vi. Enhance customer engagement practices and involvement of private sector.

3.5.7 Strengthen institutional knowledge management for enhanced learning, innovation, and policy influence

Rationale

An institutional assessment of TARI has revealed a critical structural gap: the absence of an integrated and digital knowledge management (KM) system. This deficiency has significantly constrained the organization ability to systematically document, retrieve, and disseminate research outputs, ultimately impeding institutional memory, limiting the traceability of innovations, and restricting timely access to actionable data for evidence-based planning and policy engagement.

Addressing this gap is imperative to enable the transformation of research outputs into accessible and policy-relevant knowledge assets. Robust knowledge management systems are foundational for institutional learning, innovation scaling, and adaptive program implementation. Moreover, embedding KM as a core institutional function will reinforce TARI ability to lead nationally in agricultural research and development, enhance operational efficiency, and foster strategic engagement with key stakeholders, including policymakers, private sector actors, and research partners.

Strengthening KM aligns with global best practices and serves as a critical enabler for transparency, impact accountability, and the sustainability of research investments. It also ensures that the institution remains agile, data-driven, and responsive to emerging sectoral challenges and opportunities.

Strategies

i. Formulate and institutionalize a comprehensive KM strategy;
ii. Establish an integrated digital knowledge repository;
iii. Strengthen institutional capacity for knowledge generation, documentation, and utilization;
iv. Operationalize institutional knowledge sharing and dissemination platforms;
v. Institutionalize monitoring, learning, and feedback mechanisms for KM performance;
vi. Promote a knowledge-sharing culture across the institution; and
vii. Foster strategic partnerships for collaborative knowledge exchange.

3.6 Key Result Areas

TARI has identified seven strategic Key Result Areas (KRAs) that serve as the foundation for delivering on its mandate and realizing its vision of becoming a centre of excellence in agricultural research. These KRAs represent the Institute highest- impact priorities over the five-year strategic planning cycle (2025/26–2029/30) and are directly aligned with national development goals, sectoral policies, and global commitments such as the

Sustainable Development Goals (SDGs) and the Kampala Declaration. Each KRA addresses a critical dimension of institutional performance from research and innovation, climate resilience, and knowledge dissemination to governance, staff wellness, and evidence-based decision-making. Together, they form an integrated framework that will guide TARI interventions, resource allocation, and performance monitoring throughout the strategic period. Accordingly, the seven strategic results or pathways to change for this plan period will include;

I. Enhanced Workplace Health and Wellness Services focused on strengthening institutional frameworks for the prevention, care, and support of HIV/AIDS and non-communicable diseases among employees.

II. Improved Institutional Governance and Ethical Standards aimed at promoting transparency, accountability, and integrity by strengthening internal control systems, ethical practices, and anti- corruption mechanisms.

III. Adoption of Climate-Smart Agricultural Innovations Dedicated to advancing demand-responsive technologies, innovations, and practices that enhance agricultural productivity and resilience to climate change.

IV. Improve multi-stakeholder collaboration and partnership frameworks that promote the adoption of climate-resilient agricultural technologies foster inclusive and coordinated partnerships that enhance adopting and scaling climate-resilient agricultural technologies.

V. Evidence-Based Policy and Market Systems Research Prioritizes applied socio-economic, policy, and marketing research to inform strategic planning and policymaking across agricultural value chains.

VI. Institutional Development and Leadership in Agricultural Research Focuses on enhancing organizational capacity, infrastructure, and leadership to effectively deliver on national agricultural research mandates.

VII. Improved Institutional Knowledge Management focuses on strengthening the systems and practices for capturing, managing, and disseminating research outputs within the institution.

3.7 Approach for Engaging and Financing National and Regional Partnerships

TARI partnership engagement and financing strategy is anchored in a collaborative, results-oriented, and value-driven model that leverages the comparative advantages of diverse stakeholders including private sector across the agricultural research and development ecosystem. The approach is designed to foster joint planning, co- financing, co- implementation, and knowledge co-creation with strategic partners to maximize impact and ensure sustainability across all KRAs.

3.7.1 Strategic Partnership Frameworks

TARI will formalize its engagement with key stakeholders including national extension services, TOSCI, academic and research institutions, farmer organizations, and the private sector through Memoranda of Understanding (MoUs), joint work plans, and multi-stakeholder platforms. At the regional level, TARI will strengthen collaborations with CGIAR centres and National Agricultural Research Institutes (NARIs) from other

countries through regional consortia, innovation hubs, and technical networks such as ASARECA and CCARDESA.

3.7.2 Co-Financing and Resource Mobilization Mechanisms

The Institute will implement blended financing models that combine government subventions, development partner grants, and private sector contributions. Cost- sharing agreements will be structured for joint research and technology validation initiatives. Additionally, competitive grants and performance-based funding mechanisms will be pursued to incentivize innovation and performance among partners. TARI will also mainstream research programs within regional and continental funding windows, including African Union R&D initiatives and CGIAR investment platforms.

3.7.3 Joint Planning and Programmatic Alignment

A participatory planning process will be adopted to co-design interventions within each KRA, ensuring the alignment of institutional priorities with national and regional development frameworks. This includes integrating farmer feedback loops, extension service requirements, and regulatory compliance needs (e.g., TOSCI protocols) into the research design and delivery processes. Programmatic linkages will be ensured through inter-agency technical working groups, thematic taskforces, and regional policy dialogues.

3.7.4 Integrated Delivery and Knowledge Exchange Models

TARI will operationalize collaborative delivery models that link research, extension, seed systems, and market actors through multi-actor platforms and innovation ecosystems. This includes joint field trials, participatory varietal selection, demonstration plots, digital extension campaigns, and harmonized seed certification protocols. The Institute will also facilitate South-South and Triangular Cooperation exchanges to enhance cross-country learning and technical backstopping.

3.7.5 Monitoring, Learning, and Performance Accountability

Each partnership will be governed by results-based agreements that include clear deliverables, joint indicators, and shared accountability mechanisms. Periodic joint reviews and knowledge-sharing workshops will be institutionalized to track progress, document lessons learned, and inform adaptive management. MEL systems will be interoperable with national agricultural data platforms and regional observatories to ensure coherence and real-time evidence generation.

Building upon the strategic direction, objectives, and implementation strategies articulated in Chapter Three, the next chapter presents the Results Framework, which translates the Strategic Plan into a structured, results-based accountability system. This framework defines the logical pathway through which institutional investments and activities are expected to generate outputs, achieve outcomes, and contribute to the intended long-term impacts. Anchored in the Theory of Change, the Results Framework establishes a coherent linkage between inputs, activities, and measurable results, providing a foundation for systematic monitoring, evaluation, and adaptive learning. It (the Results Framework) serves not only as a performance management tool but also as a

mechanism to demonstrate institutional effectiveness, guides resource allocation, and ensures alignment with national agricultural development priorities and stakeholder expectations.

CHAPTER FOUR
RESULT FRAMEWORK

4.1 Overview

The TARI Strategic Plan Results Framework outlines the methodology for measuring anticipated results and articulates the value these results will deliver to key stakeholders. The Framework further establishes the basis for tracking, monitoring, and evaluating progress throughout the implementation.

The Results Matrix, as presented in Annex 2 constitutes a foundational element of the TARI Strategic Plan 2025/26–2029/30, serving as a structured, results-oriented tool for guiding implementation, strengthening institutional accountability, and tracking performance across all levels of the results chain. Grounded in the Theory of Change, the matrix articulates a logical progression from strategic inputs and activities to outputs, outcomes, and long-term impacts. The matrix enables systematic monitoring of institutional achievements against established targets and national agricultural development objectives while supporting performance-based budgeting, strategic learning, and evidence-driven decision-making.

4.2 Structure and Composition

4.2.1 Impact Level

At the highest level of the results hierarchy, the Matrix outlines transformative development objectives to improve national agricultural productivity, raise household farm income, and advance food and nutrition security. These impact areas are aligned with sectoral policy frameworks and national planning instruments. Progress is measured through macro-level indicators such as crop yield increases, technology adoption rates, and improved nutrition indicators, providing the basis for assessing the contribution of the Strategic Plan to overarching national goals.

4.2.2 Outcome Level

Outcomes represent the intermediate institutional and systemic changes expected to occur as a result of effective output delivery. These outcomes are structured around seven KRAs, which reflect TARI core strategic priorities, including institutional governance, employee wellbeing, research effectiveness, innovation dissemination, performance management, and knowledge systems. Each outcome is supported by clearly defined indicators, with corresponding baselines, targets, and means of verification, to facilitate robust measurement and accountability.

4.2.3 Output Level

Outputs are defined as direct, tangible results generated by executing planned interventions. These include the rollout of research products (e.g., improved seed varieties), establishment of institutional systems (e.g., wellness programs and digital repositories), and capacity-strengthening activities (e.g., training delivery and demonstration plots). Each output is aligned with one or more outcomes and is associated with performance indicators featuring baseline data, end-line targets, units

of measure, and verifiable data sources. This alignment supports integration into operational planning and enables real-time performance monitoring.

4.3 Indicator Design and Measurement Approach

The Matrix adopts a balanced mix of quantitative and qualitative performance indicators, several of which are disaggregated by relevant variables such as gender, geographic location, and thematic focus. Each indicator is clearly defined and supported by:

i. Established baselines and end-of-plan targets
ii. Standardized units of measurement
iii. Designated reporting frequencies and responsible units.

This structured approach facilitates adherence to results-based management (RBM) best practices and supports upward accountability and continuous operational improvement.

4.4 Mainstreaming of Cross-Cutting Priorities

The Results Matrix intentionally integrates cross-cutting themes across multiple levels of the results chain to ensure strategic coherence and policy alignment. Key cross-cutting areas include:

i. Digital transformation – Evidenced by investments in web-based monitoring systems, institutional dashboards, and centralized knowledge repositories;
ii. Climate-smart agriculture (CSA) – Reflected in indicators that measure the adoption of CSA practices, technologies, and climate-resilient innovations;
iii. Institutional governance and accountability – Embedded through outcomes and outputs related to anti-corruption measures, ethics protocols, and audit systems;
iv. Gender equality and social inclusion – Captured through metrics tracking participation in wellness, training, and dissemination programs, with disaggregated data to ensure equitable reach.

These elements align with broader national development strategies and international partner commitments, reinforcing the strategic plan relevance and inclusivity.

4.5 Theory of Change (ToC)

As part of the Results-Based Management (RBM) Approach, effectively implementing the TARI Strategic Plan, underpinned by a clearly defined ToC as outlined in Figure 1, TARI SP is expected to deliver transformative, verifiable outcomes. The ToC articulates the institutional logic, assumptions, and causal pathways through which coordinated interventions will contribute to the transformation of the agricultural sector. It (ToC) provides a strategic map that links investments to the impact, employing IF–THEN statements to define how each intervention is expected to generate change.

4.5.1 ToC Narrative

The operationalization of the TARI Strategic Plan is guided by a technically grounded ToC, which defines seven interdependent causal pathways. These pathways outline the mechanisms through which institutional inputs and planned activities as presented in Annex 3 yield verifiable outputs, leading to measurable outcomes and, ultimately, transformative sector-level impacts. Rooted in RBM principles, this framework ensures that TARI investments in agricultural research translate into scalable innovations, inclusive institutional capacity, and development outcomes aligned with national and global commitments.

The Workforce Health and Wellness Pathway establishes the foundation for institutional productivity by addressing staff health and well-being. Key activities such as targeted awareness campaigns on HIV/AIDS and non-communicable diseases (NCDs), wellness program implementation, and provision of psychosocial support generate outputs including increased staff participation in wellness activities, established health referral systems, and documented partnerships with health service providers. These outputs contribute directly to Outcome 1: Improved employee health and productivity in agricultural research institutions, resulting in enhanced operational efficiency and human resource resilience.

The Governance and Accountability Pathway strengthens institutional integrity and fiduciary discipline through interventions such as operationalizing ethics frameworks, anti-corruption policies, staff training, and compliance audits. These activities yield outputs including functional internal integrity committees, increased staff compliance, established whistle-blower mechanisms, and the institutionalization of grievance redress systems. These governance enhancements translate to Outcome 2: Enhanced institutional integrity, transparency, and accountability, underpinning organizational credibility and trust with public and development stakeholders.

The Technology Development and Dissemination Pathway anchors TARI mandate to generate, validate, and disseminate innovations that address the evolving needs of Tanzania agricultural sector. Activities under this pathway include the development of climate-smart technologies, adaptive research on resilient varieties, operationalization of demonstration plots, and establishment of post-harvest and mechanization solutions. These interventions produce outputs such as validated technologies, documented agronomic packages, seed systems, and knowledge products ready for deployment.

Of strategic relevance is the development and institutional approval of the TARI Horticultural Investment Plan, which provides a targeted roadmap for resource mobilization and evidence-based investment in high-potential horticultural value chains. Activities such as stakeholder consultation, policy alignment, and drafting of the investment framework culminate in producing an approved plan that guides coordinated investment decisions across national and regional actors. This output strengthens the institutional architecture for horticultural development, ensuring TARI

role in leveraging public and private capital toward the sector. These outputs reinforce Outcome 3: Increased adoption of climate-smart, gender-responsive, and inclusive technologies for agricultural growth, representing behavioral change in end-users and institutional responsiveness to equity-oriented development goals.

The Multi-Stakeholder Partnership and Coordination Pathway operationalizes cross-sectoral collaboration by establishing multi-actor platforms, agricultural research forums, and stakeholder engagement events. These activities generate outputs such as structured policy-research-extension dialogues, disseminated research findings, and formalized partnerships. These outputs collectively contribute to Outcome 4: Strengthened partnerships for adopting climate-resilient agricultural technologies, facilitating joint implementation and knowledge co-creation across the value chain.

The Monitoring, Evaluation, and Performance Management Pathway institutionalizes a culture of evidence-based decision-making and adaptive learning. Activities include developing an institutional M&E framework, capacity-building on data analytics and reporting, and implementing operational research and performance dashboards. Outputs from this pathway include an operationalized M&E plan, periodic performance reports, completed evaluations, and digital tools for real-time performance monitoring.

In parallel, this pathway integrates a targeted focus on equity and inclusion by deploying gender-responsive and youth-inclusive agricultural technologies. Activities include designing agricultural solutions tailored for female-headed households and youth-led agribusinesses, delivering digital advisory services, and facilitating inclusive access to innovation platforms. These interventions yield outputs such as context-relevant technologies, gender-disaggregated outreach metrics, and increased youth engagement in research uptake. These investments directly contribute to Outcome 5: Improved evidence-based decision-making and performance management, enabling strategic steering and results-focused implementation.

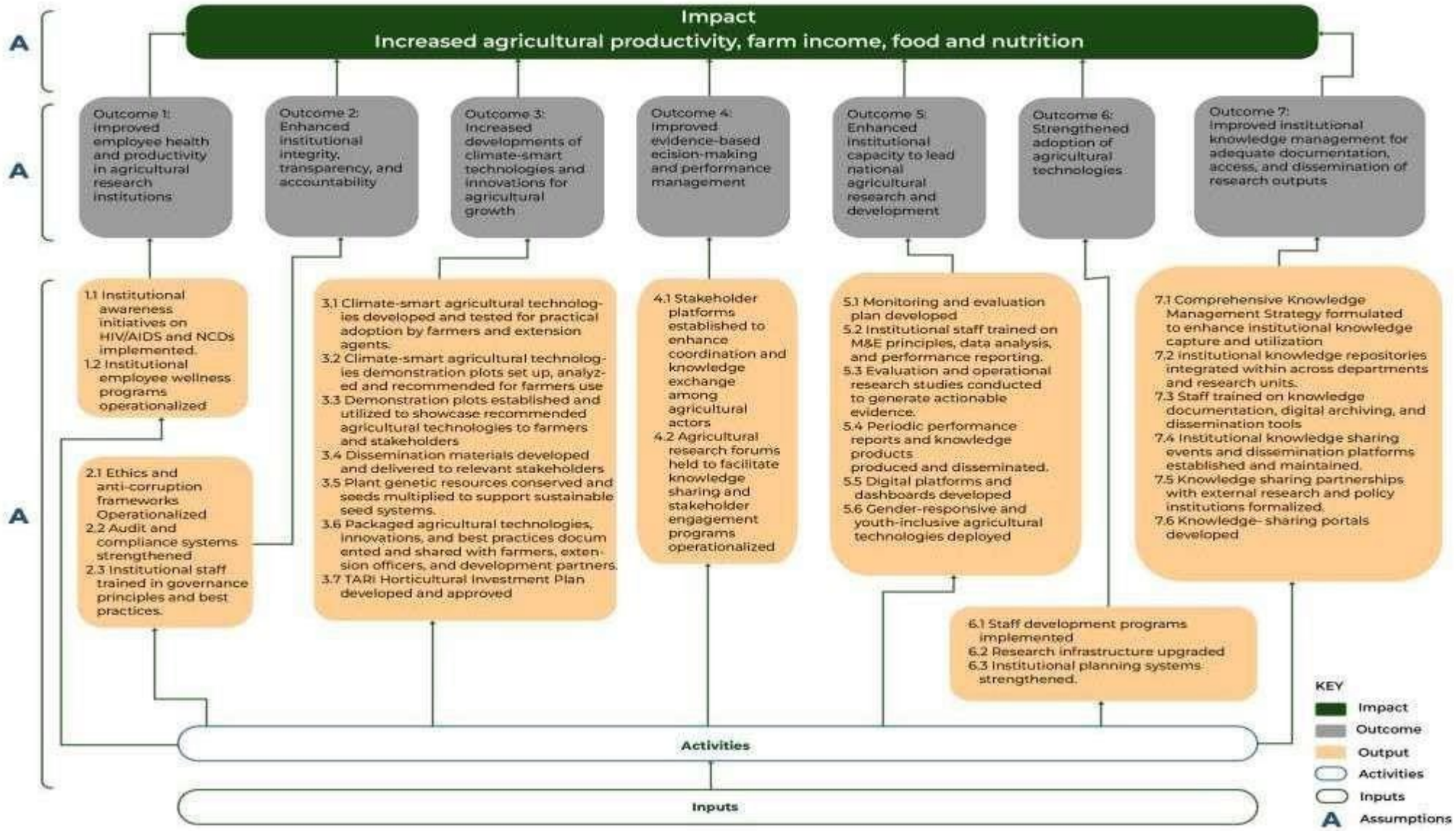
The Institutional Capacity Development Pathway addresses organizational infrastructure, staffing, and systems strengthening. Key activities include the construction and renovation of physical facilities, the procurement of equipment, the implementation of staff development programs, and the integration of planning tools. Outputs include upgraded research infrastructure (labs, seed processing units, irrigation systems), deployed planning instruments, and improved administrative support. These outputs underpin Outcome 6: Enhanced institutional capacity to lead national agricultural research and development, improving service delivery, research quality, and programmatic sustainability.

Finally, the Knowledge Management and Institutional Learning Pathway establishes a coherent architecture for systematic knowledge capture, curation, and dissemination. Activities include development of a KM strategy, integration of departmental repositories, training in digital archiving, and production of knowledge products. Outputs consist of operational knowledge platforms, published research outputs, staff trained in documentation practices, and institutionalized knowledge- sharing mechanisms. These outputs contribute to Outcome 7: Improved institutional knowledge management for adequate documentation, access, and dissemination of

research outputs, supporting transparency, continuity, and sectoral learning.

Collectively, these seven pathways are designed to function in an integrated, mutually reinforcing manner. Each contributes a distinct set of institutional capabilities necessary to fulfil TARI national mandate. When implemented cohesively and monitored through performance-based indicators, these pathways will drive the intended impact: Increased agricultural productivity, farm income, and food and nutrition security. This strategic transformation is aligned with ASDP-II, the SDGs, and the African Union's Agenda 2063.

Figure 1: Theory of Change Visualization



4.5.2 Assumptions

I. From Activities to Outputs

a. Adequate funding, staff, and technical expertise are available to implement activities as designed.

b. Procurement and administrative systems function efficiently to support timely delivery.

c. Stakeholders and staff actively engage in training, awareness sessions, and reforms.

d. Private sector involved in commercialization of institution products.

II. From Outputs to Outcomes

a. Trained staff apply new knowledge and tools effectively in their daily functions.

b. Technology packages and knowledge products are relevant, accessible, and adopted by users.

c. Institutional policies and frameworks are enforced consistently.

d. Performance data and M&E systems are routinely used for decision-making and learning.

e. Resources mobilized through product commercialization and privatization improved.

III. From Outcomes to Impact

a. Technology adoption leads to measurable yield, income, and nutrition improvements.

b. Institutional reforms enhance long-term research effectiveness and sustainability.

c. Policies remain supportive, and agricultural markets and climate conditions are stable.

d. Continued support from the government and partners sustains the momentum for impact.

e. Resource from product commercialization and privatization support institutional capacity building

4.5.3 Strategic Research Domains Driving the Theory of Change

The implementation of the TARI Strategic Plan (2025/26–2029/30), guided by its ToC, is grounded in six strategic research domains that respond to pressing sectoral needs while aligning with global policy instruments, national strategies, and regional commitments. The domains outlined hereunder operationalize the Institute mission to develop, disseminate, and inform policies on appropriate agricultural technologies through research and innovation for improved productivity by targeting systemic transformation levers in Tanzania agri-food systems.

a. Climate-Smart Agricultural Research and Innovation

Research will focus on developing drought-tolerant maize, early-maturing rice, and salt-tolerant horticultural varieties, coupled with conservation agriculture practices and precision input use. These interventions directly support the Kampala Declaration on Climate Change and Agriculture (2025), the UNFCCC COP28 outcomes on climate-resilient food systems, and Tanzania commitments under the National Climate Change Response Strategy (2021) and the Agricultural Sector Development Plan Phase II (ASDP II).

b. Nutrition-Sensitive Agricultural Technologies and Food Systems Research

TARI will promote the development of biofortified staples such as Quality Protein Maize and iron-rich beans, identifying them by profiling crop varieties, and expand R&D into nutrient-dense vegetable and fruit crops. These efforts align with the UN Decade of Action on Nutrition, the Sustainable Development Goal 2 (Zero Hunger), Tanzania's inclusion of nutrition outcomes in the Third Five-Year Development Plan (FYDP III, 2021/22–2025/26), and Agenda 10/30 targets for improved food security and diet diversity through improved agricultural productivity.

c. Gender-Responsive and Youth-Inclusive Innovation Research

TARI emphasizes matters related to women, youth, and other social groups regarding their special needs and contribution to agricultural value chain development. To achieve gender equality in agriculture, gender issues will be mainstreamed in research areas by prioritizing technologies suited for female-headed households and youth-led agribusinesses, such as early maturity crop varieties, vegetables, and digital advisory tools. These efforts are responsive to the Tanzanian Constitution of 1977 that emphasizes social justice and equal opportunities, SDG 5 (Gender Equality), the AU Women Decade (2020–2030), and the Tanzanian National Strategy for Gender Development (2021–2026). At the regional level, this aligns with the African Union Strategy on Gender Equality and Women Empowerment (GEWE) and the Malabo/Kampala Declaration (2014/2025) on inclusive agricultural growth.

d. Socioeconomic, Market, and Policy Research

Socioeconomic analyses will generate policy-relevant data on agricultural profitability, technology adoption gaps, and market access for smallholders. These

outputs will inform Tanzania policy reviews under the National Agriculture Policy (2013) and regional frameworks such as the Comprehensive Africa Agriculture Development Programme (CAADP), which calls for evidence-based policymaking across value chains.

e. Multi-Stakeholder Innovation and Partnership Mechanisms

TARI will establish cross-sectoral innovation platforms that engage key stakeholders, including the TOSCI, local governments, farmer cooperatives, and private seed companies. This participatory model will integrate research components, fostering collaborative agricultural research and development (R&D) efforts that enhance resilience and scalability. The approach aligns with global best practices, such as those endorsed under the World Bank's Climate-Smart Agriculture Investment Plan (CSAIP), as well as regional frameworks like ASARECA and CCARDESA, which advocate for research-driven collaborative R&D to promote sustainable agricultural solutions and innovation across sectors.

f. Institutional Knowledge Systems and Digital Transformation

TARI will operationalize a centralized digital knowledge repository and invest in institutional dashboards, decision-support systems, and M&E tools. These initiatives will support research-driven, data-based performance management, aligning with the Digital Agriculture Strategy for Africa (2022–2032), Tanzania's e-Government Strategy, and global knowledge-sharing platforms like the CGIAR Platform for Big Data in Agriculture, which emphasize the importance of research for agricultural transformation.

These strategic research domains reinforce TARI position as a national center of excellence while advancing cross-cutting priorities embedded in global development frameworks such as the Paris Agreement, Agenda 2063, and SDGs, as well as national instruments like the Tanzania Vision 2025 and TAMP 2050. The alignment ensures that TARI research portfolio meets domestic agricultural transformation needs and contributes to regional and global targets on resilience, equity, and sustainable development.

Following the articulation of the Results Framework in Chapter Four, which establishes the logical results chain and associated indicators for tracking institutional performance, the subsequent chapter presents the **Monitoring, Evaluation, and Learning (MEL) Plan**. This component of the Strategic Plan outlines the mechanisms through which progress will be systematically tracked, results verified, outcomes assessed, and institutional learning promoted. The MEL Plan operationalizes the Results Framework by specifying data collection methods, reporting structures, review processes, and evaluation cycles. It ensures that the implementation of the Strategic Plan remains evidence-informed, adaptive, and aligned with TARI commitment to transparency, accountability, and continuous performance improvement.

CHAPTER FIVE
MONITORING, EVALUATION AND LEARNING (MEL) PLAN

5.1 Overview

The Monitoring, Evaluation, and Learning (MEL) Plan forms an integral component of the TARI Strategic Plan 2025/26–2029/30. It serves as a core mechanism for ensuring strategic accountability, institutional learning, and adaptive implementation. Grounded in results-based management principles, the MEL Plan provides a coherent structure for tracking progress, measuring performance, and evaluating the outcomes and impact of planned interventions. It ensures that timely, reliable, and evidence-informed decision-making processes guide the execution of strategic priorities. The MEL Plan further enables the Institute to assess the efficiency, relevance, and effectiveness of its research, innovation, and technology transfer efforts, while facilitating continuous learning and alignment with national agricultural development goals, sectoral policies, and stakeholder commitments. Through the integration of monitoring systems, evaluation cycles, and feedback mechanisms, the MEL Plan supports a culture of performance excellence and strategic responsiveness across all levels of the organization.

5.2 Monitoring Component of the Strategic Plan

The monitoring component of the TARI Strategic Plan 2025/26–2029/30 constitutes a core pillar of the Institute results-based management system. It establishes a structured framework for systematically tracking the implementation of strategic interventions, measuring progress against planned outputs, and assessing institutional performance in relation to defined outcomes. The monitoring framework encompasses a comprehensive results matrix comprising 65 performance indicators, each with clearly articulated baselines, annual targets, cumulative milestones, data sources, reporting timelines, and responsible implementation entities.

Designed to promote accountability, operational efficiency, and data-driven decision-making, the monitoring system enables real-time assessment of progress and facilitates evidence-informed adjustments throughout the implementation cycle. The monitoring framework is built on a logical results chain that connects inputs and activities to outputs and outcomes, ensuring a clear attribution of results to strategic investments. The monitoring function is operationalized through quarterly and annual performance tracking, with data collection, synthesis, and reporting responsibilities distributed across relevant directorates and implementing units. Furthermore, the monitoring framework is harmonized with the Strategic Plan overarching results framework, as outlined in Appendix III, thereby reinforcing the alignment between strategic planning, implementation, and institutional learning. This system-wide coherence supports continuous performance improvement and enhances TARI ability to contribute meaningfully to national agricultural transformation objectives.

5.3 Monitoring Strategies

The monitoring strategies embedded in the TARI Strategic Plan 2025/26–2029/30 are designed to operationalize a robust results-based management approach that promotes transparency, responsiveness, and performance accountability across all institutional levels. These strategies provide the operational blueprint for tracking implementation fidelity, measuring progress against defined targets, and generating timely evidence to inform decision-making and adaptive management. Through structured review mechanisms, digital reporting tools, and decentralized data collection systems, TARI seeks to institutionalize a monitoring culture that ensures continuous learning, strategic alignment, and enhanced delivery of research and innovation outcomes.

5.3.1 Key Monitoring Strategies

5.3.1.1 Implementation of a Results-Based Monitoring Framework

A comprehensive monitoring framework comprising of indicators which measures outputs, outcomes, and impact. Each indicator is accompanied by baseline data, annual and cumulative targets, means of verification, and institutional responsibilities to ensure strategic alignment and performance tracking.

5.3.1.2 Institutionalization of Periodic Plan Review Mechanisms

TARI has established 13 formal platforms for performance review, including Board, Management, Directorate, and Workers Council meetings. These reviews are conducted monthly, quarterly, biannually, or annually and provide an institutional mechanism for assessing progress, identifying challenges, and initiating corrective action.

5.3.1.3 Deployment of a Web-Based M&E System

The Strategic Plan includes the development of a web-based monitoring and evaluation system to enable real-time tracking, data visualization, and performance dashboard reporting. This digital platform will enhance data-driven decision-making and institutional transparency.

5.3.1.4 The Use of Multi-Method Data Collection Approaches

Monitoring relies on a range of data collection tools, including document reviews, structured checklists, observations, and interviews, to provide both quantitative and qualitative insights into implementation progress and performance gaps.

5.3.1.5 Quarterly and Annual Performance Reporting

Regular performance reporting cycles are institutionalized, with departments and research centres submitting quarterly and annual reports based on defined indicators. These reports inform consolidated institutional performance reviews and contribute to national reporting obligations.

5.3.1.6 Monitoring by Functional Units and Decentralized Structures

While the Planning, Monitoring, and Evaluation Unit (PMEU) provides overall coordination, each of TARI 17 research centres contributes to data collection and localized monitoring. This decentralized model enhances data accuracy, stakeholder ownership, and the contextual relevance of performance information.

5.3.1.7 Integration with the Results Chain and Theory of Change

Monitoring strategies are anchored in TARI ToC and results chain, ensuring logical linkages between inputs, activities, outputs, and outcomes. This coherence supports strategic learning, impact attribution, and aligning with institutional objectives.

5.4 Performance Assessment Mechanisms

This section outlines the institutional mechanisms and methodologies that will guide the tracking of progress, the assessment of performance, and the generation of learning throughout the five-year implementation period of the Strategic Plan. The section encompasses planned review meetings designed to ensure accountability, foster adaptive management, and promote evidence-based decision-making at all levels of the organization.

5.4.1 Planned Reviews

The planned reviews serve as institutional mechanisms for assessing the progressive implementation status of the Strategic Plan. They encompass structured review meetings and rapid assessments to track performance against set milestones, deliverables, and strategic targets. These periodic reviews facilitate performance validation, identify implementation gaps, and inform timely corrective actions throughout the strategic planning cycle.

5.4.1.1 Plan Review Meetings

Plan review meetings will be convened as part of the performance management framework to assess progress against key milestones, priority activities, and output-level targets essential for realizing TARI strategic objectives. Twelve (12) formal review meetings are scheduled throughout the implementation period to facilitate systematic tracking of performance indicators. The specific categories of meetings, their frequency, designated conveners, and participating stakeholders are detailed in Table 2.

Table 2: Plan Review Meetings

No.	Types of Meeting	Frequency	Designation of the Chairperson	Participants
1	Board of Directors	Quarterly	Chairperson of the Board	Board Members
2	Management Meetings	Monthly	Director General	Directors, Managers and Heads Units
3	Directorate meeting	Monthly	Directors	Directorate Staff

No.	Types of Meeting	Frequency	Designation of the Chairperson	Participants
4	Centre/Unit Meeting	Monthly	Directors/Managers/Heads of Units	Centre/Unit staff
5	Workers Council	Biannual	Director General	Workers Council members
6	Audit and Risk Committee Meeting	Quarterly	Appointed Member from the Board of Directors (BoD)	Directors, Internal Auditors, Head of Legal Service Unit and External Financial Expert
7	Training Committee Meeting	Quarterly	Director of Human Resource and Administration	Managers, HRO and nominated departmental representatives
8	Tender Board Meeting	As per Procurement Plan	Appointed Senior Officer	Members of Tender Board and HPMU
9	HIV/AIDS Committee	Quarterly	Appointed Senior Officer	Nominated Members
10	Integrity Committee	Quarterly	Appointed Senior Officer	Nominated Members
11	Appointment and Disciplinary Committee	Annually	Director General	DG, Directors, Managers, Trade Union representative and HRM
12	Budget Committee	Quarterly	Director General	DG, Directors, Managers, Heads of Units
13	Staff Meeting	Quarterly	Director General	All Staff

5.4.2 Rapid Appraisal

The rapid appraisal plan outlines short-term, focused assessments designed to generate timely, cost-effective, and actionable information to support decision- making during the Strategic Plan implementation. These appraisals will complement routine monitoring by providing targeted insights into emerging issues, operational challenges, or strategic opportunities. Three (3) rapid appraisals are scheduled over the five-year implementation period. Details regarding the scope, timing, and responsible units for each assessment are presented in Table 3.

Table 3: Rapid Appraisal

No	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Units/ Schedule
1	Service delivery survey.	This appraisal intends to assess stakeholders' satisfaction level on the service delivered by TARI.	To what extent stakeholders are satisfied with TARI services?	*Method:* Documentary review Focused Group Discussion (FGD) Interviews Field visits Observation.	June, 2027	PMEU

No	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Units/ Schedule
				Instrument: Questionnaire Checklist.		
2	Resource mobilization survey	This study aims at strengthening financial resource mobilization strategies	To what extent the resource mobilization strategy has been operationalized ed to ensure financial sustainability?	*Method:* Documentary review *Instrument:* Checklist	June, 2028	DRI
	Stakeholders' engagement survey	This study aims at improving stakeholders' engagement in research operations	To what extent stakeholders have facilitated the Institute to accomplish its mandated functions?	*Method:* Documentary review Focused Group Discussion (FGD) Interviews *Field visits* *Observation* *Instrument:* **Questionnaire Checklist.**	June, 2028	DTTP

5.5 Evaluation Component of the Strategic Plan

The evaluation component of TARI Strategic Plan 2025/26–2029/30 is critical for systematically assessing strategic interventions' relevance, effectiveness, efficiency, and sustainability. It (the evaluation component) is designed to generate evidence on whether the outputs and activities implemented under the plan contribute meaningfully to the intended outcomes and institutional impact areas. The evaluation framework focuses on outcome-level indicators and is aligned with the Strategic Plan results chain and Theory of Change to enable performance-based assessments and accountability.

TARI evaluation agenda, as presented in Table 4 comprises a combination of ongoing, mid-term, and terminal evaluations. The ongoing evaluations will include annual desk reviews focused on key institutional themes such as workplace health (HIV/AIDS and NCDs), integrity (corruption incidence), and the generation of climate- resilient technologies. These are complemented by in-depth survey-based evaluations scheduled for mid-term (2028) and end-term (2030), covering strategic dimensions such as agricultural productivity, technology adoption, access to research outputs, and stakeholder satisfaction.

Each evaluation study is methodologically guided by a clear set of evaluation questions, data collection instruments (e.g., questionnaires, checklists, FGDs, interviews), and reporting requirements. Institutional responsibility for implementation is distributed across relevant directorates and technical units, including the Directorate of Research and Innovation (DRI), Directorate of Technology Transfer and Partnerships (DTTP), Directorate of Administration and Human Resources

Management (DAHRM), and the Planning, Monitoring and Evaluation Unit (PMEU). The findings of these evaluations will serve as a foundation for institutional learning, adaptive planning, and evidence-based decision-making throughout the implementation cycle.

Table 4: Evaluation Plan

S/N	Outcome Indicator	Type of Evaluation Studies	Description	Evaluation Question	Methodology and instruments	Time frame me	Responsible Department/ Unit	Output
A.	HIV/AIDS and NCDs prevalence rate at workplace	Desk review	This study intends to assess the rate of HIV/AIDS and NCDs infection at the workplace	What is the rate of HIV/AIDS and NCDs infections at the workplace?	*Method: D*ocumentary review*; Instrument: Checklist*	Annually *(Ongoing evaluation)*	DAHRM	Desk review Report
B.	Percent of corruption incidences	Desk review	This study intends to assess the rate of corruption incidences at the workplace	What is the rate of corruption incidences at the workplace?	*Method:* Documentary Review*; Instrument: Checklist*	Annually *(Ongoing evaluation)*	DAHR M	Desk review Report
C.	Percentage increase in resources mobilization increase in agricultural productivity	Survey	This study intends to assess the contribution or research outputs in agricultural productivity	To what extent the research outputs contribute to increased agricultural productivity?	*Method:* Documentary Review Interview; FGD; Instrument: Checklist; Questionnaire	Jun 2028 (Mid-Term Review) June 2030 (Terminal Review)	DRI	Survey report
	Number of shock Resilient technologies generated	Desk review	This study intends to identify the number technologies identify the number of technologies for sustaining emerging shocks in agricultural sector	How many technologies sustaining agricultural emerging shocks?	*Method:* Documentary *Review; Instrument: Checklist*	Annually (Ongoing evaluation)	DRI	Desk review Report
D.	Adoption rate of Technologies and Innovations	Survey	This study intends to assess the level of adoption of technologies and innovations to farmers and other stakeholders	What is the level of adoption of Technologies and innovations among farmers and other stakeholders	*Method:* Documentary*; Review; Interview; FGD; Instrument: Checklist; Questionnaire*	June 2030 (Terminal Review)	DRI	Survey report
	Accessibility rate of latest agricultural knowledge and technologies	Survey	This study intends to assess the rate of accessibility of latest agricultural knowledge and technologies among farmers	What is the rate of accessibility of at least agricultural knowledge and technologies among farmers?	*Method:* Documentary*; Review; Interview; FGD; Instrument: Checklist; Questionnaire*	Jun 2028 (Mid-Term Review); June 2030 (Terminal Review)	DTTP	Survey report
E.	Number of agricultural policies reviewed	Desk review	This study intends to identify the reviewed agricultural policies	What are the reviewed agricultural policies?	*Method:* Documentary review *Instrument:* Checklist	Annually *(Ongoing evaluation)*	DRI LSU	Desk review Report
	Number of policy recommendations generated	Desk review	This study intends to identify the policy recommendations generated	What are the policies recommendations have generated	*Method:* Documentary review *Instrument:* Checklist	Annually *(Ongoing evaluation)*	DRI	Desk review Report
F.	Percentage increase in resources mobilization	Desk Review	The study intends to assess the level at which the Institute achieved in mobilization of	What is the level to which the Institute achieved in mobilizing	*Method:* Documentary Review*; Instrument: checklist*	Annually (Ongoing evaluation)	CA PMEU DRI	Desk

S/N	Outcome Indicator	Type of Evaluation Studies	Description	Evaluation Question	Methodology and instruments	Time frame me	Responsible Department/ Unit	Output
			resources	resources?				
	Rate of stakeholders' engagement and collaboration at national, regional, and international partners	Desk Review	The study aims to assess the Rate engagement for partnership and collaboration with key stakeholders	What is the level of engagement for partnership and collaboration with key stakeholders?	*Method:* Documentary Review*; Instrument: checklist*	Annually (Ongoing evaluation)	DRI DTTP PMEU LSU	Desk Review report
	Rate of stakeholders' satisfaction in service	Survey	This study aims to assess the rate of Stakeholder satisfaction on services delivery.	What is the rate of customer/stakeholder satisfaction with the services delivered by the Institute?	Methods: interviews, Focus Group Discussion; Instrument: checklist, Questionnaires	Jun 2028 (Mid-Term Review); June 2030 (Terminal Review)	DRI DTTP DAHRM PME	Survey Report
G.	Percent of plans accomplishment	Field visit	This study aims to assess the level of accomplishment of the plans as per set timeline	What is the level of accomplishment of plans as per set timeline?	*Method: Documentary Review, Observation, Instrument: checklist*	Annually (Ongoing evaluation)	PMEU	Field visit report
	Percent of compliance with the set standards and criteria	Field visit	This study aims to assess the rate of compliance of the planned activities with the set standards		*Method:* Documentary Review Observation*, Instrument: checklist*	Annually (Ongoing evaluation)	PMEU	Field visit report

5.5.1 Evaluation Strategies

The evaluation strategies articulated in the TARI Strategic Plan 2025/26–2029/30 are designed to facilitate periodic and systematic assessments of institutional performance, outcome achievement, and strategic effectiveness. These strategies form a critical part of the broader MEL framework and are essential for generating credible evidence to inform decision-making, enhance institutional accountability, and promote adaptive learning across the implementation cycle. The evaluation function is anchored in a results-based approach and will be operationalized through the following interrelated strategies:

I. Mid-Term and End-Term Evaluations

TARI will conduct two comprehensive evaluations one at the midpoint of the Strategic Plan (FY 2027/28) and another at the conclusion (FY 2029/30). These evaluations will assess the cumulative progress made toward achieving the strategic outcomes and institutional goals outlined in the Results Framework. Specifically, the evaluations will examine strategic relevance, implementation effectiveness, efficiency of resource utilization, and sustainability of results. The findings will inform strategic reprogramming, policy adjustments, and long-term planning processes.

II. Annual Thematic and Issue-Based Evaluations

In addition to periodic outcome evaluations, the Strategic Plan provides for the execution of targeted thematic evaluations focused on critical areas such as:

a. The effectiveness of institutional integrity mechanisms (e.g., anti-corruption and ethics frameworks);
b. Progress in the development and adoption of climate-resilient technologies; and
c. Institutional performance on gender, HIV/AIDS, and non-communicable disease (NCD) mainstreaming.

These thematic assessments will be conducted annually and will complement the ongoing monitoring by providing an in-depth analysis on specific operational and policy domains.

III. Mixed-Methods Evaluation Approach

All evaluations will utilize a mixed-methods approach to ensure analytical rigour, contextual understanding, and data triangulation. Methodologies will combine quantitative tools (e.g., surveys, indicator tracking, secondary data analysis) with qualitative techniques (e.g., focus group discussions, key informant interviews, participatory assessments). This approach enhances the credibility, utility, and inclusivity of evaluation findings.

IV. Integration into Institutional Planning and Budgeting

Evaluation activities will be integrated into TARI annual planning and budgeting cycles to ensure adequate resource allocation and institutional ownership. The PMEU will lead the coordination of evaluation activities, working in close collaboration with directorates, research centres, and administrative units to ensure alignment with institutional priorities.

V. Stakeholder-Centred and Participatory Evaluation Processes

To promote utilization and inclusiveness, evaluation processes will be designed to engage a diverse set of stakeholders, including researchers, management staff, policymakers, implementing partners, and end-users of TARI technologies. Participatory approaches will ensure that evaluations are contextually relevant, socially responsive, and policy-informative. Mechanisms for feedback, dissemination, and follow-up will be embedded to ensure that lessons learned inform future programming.

VI. Learning-Driven Evaluation Utilization

The evaluation function will be institutionalized not only as a performance assurance tool but also as a catalyst for organizational learning and strategic reflection. Findings from evaluations will feed into institutional knowledge systems, inform periodic plan reviews, and support the documentation of good practices and innovation pathways. Lessons learned will be systematically captured and used to improve future planning, enhance the effectiveness of research interventions, and guide scale-up strategies. Together, these evaluation strategies will enable TARI to generate robust evidence on what works, why, and under what conditions—ensuring that the Strategic Plan is implemented in a responsive, accountable, and results-

driven manner. The institutionalization of evaluation as a learning and management tool will further strengthen TARI capacity to adapt to changing contexts and to deliver high-impact agricultural research and innovation outcomes.

5.6 Learning Component of the Strategic Plan

The Learning Component of the TARI Strategic Plan 2025/26–2029/30 is a foundational element of the Institute results-based implementation framework. It is designed to enable adaptive management, strengthen evidence-informed decision-making, and embed a culture of institutional learning that supports strategic responsiveness and innovation scaling. As part of the broader MEL system, the learning function ensures that data, insights, and knowledge generated through the implementation are systematically captured, analysed, and utilised to improve program quality, policy alignment, and operational effectiveness.

5.6.1. Adaptive Management through Real-Time Learning

TARI learning approach is grounded on the principle of adaptive implementation. Monitoring data and evaluation findings are routinely analyzed to identify performance trends, emerging risks, and operational bottlenecks. These insights inform timely course corrections, optimization of resource allocation, and refinement of implementation strategies ensuring that the Strategic Plan remains responsive to evolving institutional and sectoral dynamics.

5.6.2 Establishment of Feedback Loops and Learning Mechanisms

The Plan institutionalizes structured feedback loops at multiple levels of the organization linking research centres, directorates, and senior management. These mechanisms enable iterative learning by ensuring that field-level experiences, stakeholder inputs, and performance reviews are continuously fed into decision-making processes. This supports organizational agility and enhances the quality of delivery across all KRAs.

5.6.3 Learning from Evaluations and Performance Reviews

Mid-term and end-term evaluations, rapid assessments, and thematic studies are positioned not only as accountability instruments but also as critical learning tools. Evaluation recommendations are systematically reviewed and integrated into institutional planning, policy review, and operational improvement processes. Learning summaries and lessons- learned reports are prepared to support knowledge transfer and organizational memory.

5.6.4 Integration with Knowledge Management and Digital Systems

Learning is institutionalized through its integration with TARI Knowledge Management (KM) framework. Digital repositories will serve as platforms for storing and disseminating learning products, including evaluation reports, technical briefs, innovation case studies, and stakeholder feedback. This ensures knowledge retention, facilitates cross-functional learning, and supports evidence-informed programming.

5.6.5 Internal Knowledge Exchange and Peer Learning Platforms

To promote continuous institutional learning, TARI will operationalize structured internal learning platforms such as quarterly knowledge-sharing sessions, inter-centre peer exchanges, and thematic working groups. These platforms will foster collaborative learning, identify scalable innovations, and promote replication of good practices across TARI operational network.

5.6.6 Participatory and Stakeholder-Driven Learning

The learning approach is also outward-facing, engaging key stakeholders—including farmers, extension agents, policy actors, and development partners—in participatory learning processes. These engagements serve to validate field experiences, strengthen accountability, and enhance the usability and uptake of research outputs. They also provide critical perspectives that inform the design and dissemination of future innovations.

5.6.7 Alignment with National Learning and Innovation Agendas

TARI learning agenda is aligned with national frameworks such as the ASDP II, the FYDP III, and regional agricultural research and innovation platforms. This alignment ensures that institutional learning contributes meaningfully to sector-wide knowledge generation and informs national agricultural policy and investment priorities.

5.7 Reporting Plan

This sub-section outlines the institutional framework for internal and external reporting to ensure transparency, accountability, and evidence-based performance communication. The sub-section defines the structured mechanisms, timelines, and responsibilities for generating and disseminating strategic implementation reports to both internal stakeholders and external oversight entities.

5.7.1 Internal Reporting Plan

The internal reporting framework will entail the preparation of five distinct categories of reports, namely: sectional reports, departmental/unit reports, quarterly progress reports, board reports, and annual performance reports. These reports will be submitted to designated levels of institutional governance and management following their respective mandates. Reporting will be conducted on a regular schedule weekly, monthly, quarterly, or annually and may also be produced ad hoc in response to specific information needs. The detailed internal reporting structure, including frequency, responsible units, and submission channels, is presented in Table 5.

Table 5: Internal Reporting Plan

S N	Name of report	Recipient	Frequency	Responsible
1	Progress Report	Director/Manager/Head of Units	Monthly	Heads of Section Centre Directors/Managers Designated staff of Unit
2	Progress report	Director General	Monthly	Management Members
3	Progress Report	Director General	Quarterly	Directors, Manager, Heads of Units
4	Budget Performance Report	Budget Committee	Quarterly	MPME
5	Board Report	Board of Directors	Quarterly	Director General
6	Annual Report	Board of Directors	Annually	Director General

5.7.2 External Reporting Plan

The external reporting framework will encompass preparing and submitting various reports, including quarterly, semi-annual, annual, and five-year outcome reports and ad hoc reports generated on demand. These reports will be disseminated to key external stakeholders such as the Ministry of Agriculture, the Office of the Treasury Registrar (OTR), the Controller and Auditor General (CAG), and the public. All external reporting processes will adhere to the prevailing statutory obligations and align with national performance reporting requirements as articulated in the Government Medium-Term Planning and Budgeting Guidelines and the Medium- Term Strategic Planning and Budgeting Manual. The external reporting schedule, scope, and institutional responsibilities are outlined in Table 6.

Table 6: External Reporting Plan

SN	Name of report	Recipient	Frequency	Responsible
1	Projects Implementation Report	Ministry of Agriculture, Planning Commission, Development partners and Treasury Registrar	Quarterly/Annually	DG
2	Income and Expenditure Reports	Ministry of Agriculture and Treasury Registrar	Quarterly/Annually	DG
3	Financial Reports	Ministry of Finance, Controller and Auditor General, Treasury Registrar	Quarterly/Annually	DG
4	Performance Reports	Ministry of Agriculture, Treasury Registrar (TR) and PO PSMGG	Weekly, Quarterly/Semi-Annually	DG
5	Annual Reports	Ministry of Agriculture, Treasury Registrar (TR) and General Public	Annually	DG
6	Mid-Term Evaluation Report	Treasury Registrar (TR), Ministry of Agriculture, Planning Commission	Mid-term	DG
7	Outcome Reports	Treasury Registrar (TR), Ministry of Agriculture, Planning Commission	Terminal	DG

5.8 Integrated Relationship between the Theory of Change, Results Framework, Monitoring and Evaluation, and Reporting

The implementation of the TARI Strategic Plan 2025/26–2029/30 is underpinned by an integrated results-based management architecture that aligns the ToC, Results Framework (RF), M&E system, and Institutional Reporting Mechanisms. These interdependent components collectively guide the delivery, tracking, and communication of strategic results. Their integration ensures that the Plan is impact-driven and adaptive, enabling continuous performance improvement and evidence-based decision-making.

5.8.1 Theory of Change – Articulating the Strategic Logic

The ToC provides the foundational logic model that explains how TARI strategic interventions are expected to generate desired changes across institutional, sectoral, and national levels. The ToC outlines six interconnected causal pathways that map the progression from institutional inputs to long-term development outcomes such as improved productivity, innovation adoption, and strengthened knowledge systems.

These pathways reflect critical assumptions and contextual conditions that influence the successful realization of TARI Mission and Strategic Vision.

5.8.2 Results Framework – Structuring Strategic Delivery and Measurement

The Results Framework translates the ToC into a coherent structure for performance measurement. It delineates the results chain comprising inputs, activities, outputs, and outcomes against which progress is assessed. The framework includes clearly defined indicators with associated baselines, targets, means of verification, and responsible entities. This enables precise monitoring of institutional performance and facilitates the alignment of operational actions with strategic priorities.

5.8.3 Monitoring and Evaluation – Driving Performance and Learning

The M&E system operationalizes the Results Framework by generating timely, reliable, and actionable data to inform strategic oversight and operational decisions.

I. **Monitoring** emphasizes real-time tracking of implementation progress, using a comprehensive set of 65 performance indicators. These are assessed through routine reporting cycles and coordinated review platforms, enabling early identification of performance gaps and the application of corrective measures.

II. **Evaluation** is designed to assess the relevance, effectiveness, and sustainability of strategic interventions. Evaluation includes mid-term and terminal evaluations, as well as thematic assessments to generate deeper insights into key institutional and programmatic domains. Evaluations support accountability to stakeholders and foster organizational learning by informing evidence-based adjustments.

5.8.4 Reporting – Facilitating Accountability and Knowledge Use

Reporting functions as the communication bridge between performance evidence and strategic stakeholders.

I. Internal reporting mechanisms (weekly, monthly, quarterly, and annual) support timely decision-making and institutional coordination.
II. External reporting responds to statutory obligations and performance-based reporting requirements of oversight bodies including the Ministry of Agriculture, Office of the Treasury Registrar, and the Controller and Auditor General. These mechanisms ensure transparency, stakeholder engagement, and the dissemination of key achievements, challenges, and lessons learned.

5.8.5 Strategic Integration and Institutional Alignment

The ToC explains the strategic rationale; the Results Framework defines the performance structure; M&E provide feedback and accountability; and Reporting ensures transparency, communication, and utilization of results. Together, they form an integrated institutional performance system that enhances TARI strategic coherence, strengthens organizational responsiveness, and reinforces its contribution

to national agricultural transformation objectives.

5.9 Approach for Data and Knowledge Management

TARI recognizes that effective data and knowledge management are a strategic enabler of institutional performance, innovation dissemination, and evidence-based policy engagement. Within the Strategic Plan 2025/26–2029/30 framework, TARI is adopting a structured, system-wide approach to knowledge governance that prioritizes the generation, organization, dissemination, and utilization of high-quality research knowledge. This approach is designed to address critical institutional gaps in knowledge capture, institutional memory, interoperability, and digital access thereby strengthening the Institute capacity to deliver results and adapt to emerging challenges in the agricultural research ecosystem.

5.9.1 Strategic Development of an Integrated Knowledge Management Framework

TARI will develop and institutionalize a comprehensive Knowledge Management (KM) Strategy to guide the governance, operationalization, and sustainability of institutional knowledge assets. This framework will define key processes, structures, and standards for capturing both tacit and explicit knowledge generated across the Institute research centres. The strategy will be aligned with national agricultural digitalization initiatives and will serve as a foundation for systematizing organizational learning and strengthening research-to-policy linkages.

5.9.2 Deployment of a Centralized Digital Knowledge Repository

As part of its digital transformation agenda, TARI will establish a centralized, interoperable digital repository to house research outputs, innovation packages, datasets, technical reports, and policy briefs. This repository will serve as the primary institutional platform for knowledge storage, retrieval, and dissemination. It (the repository) will be fully integrated with TARI Monitoring, Evaluation, and Learning (MEL) systems to ensure dynamic linkage between performance data and institutional learning processes, thereby facilitating real-time knowledge utilization in decision-making and program adaptation.

5.9.3 Institutional Capacity Strengthening and Operational Alignment

TARI will invest in targeted institutional capacity building to enhance skills of researchers, knowledge officers, and administrative staff in areas such as data management, digital curation, metadata structuring, and knowledge product development. Standardized tools, templates, and protocols will be developed to ensure methodological consistency, while internal knowledge governance mechanisms will be established to ensure compliance, coordination, and quality assurance across knowledge processes.

5.9.4 Establishment of Knowledge-Sharing and Learning Platforms

To foster a culture of continuous learning and collaborative engagement, TARI will operationalize a suite of knowledge-sharing platforms, including institutional seminars,

policy dialogues, learning forums, and innovation showcases. These platforms will facilitate multi-stakeholder exchange, promote peer learning, and enhance the visibility and utility of research outputs. External engagement through strategic partnerships with academia, private sector actors, and development institutions will further amplify the reach and impact of institutional knowledge.

5.9.5 Integration with Monitoring, Evaluation, and Learning (MEL) Architecture

The data and knowledge management system will be closely integrated with the Institute broader MEL framework, ensuring that performance monitoring, evaluation findings, and adaptive learning processes are systematically fed into the knowledge ecosystem. This integration will support the continuous refinement of research priorities, inform investment decisions, and strengthen institutional accountability.

5.9.6 Institutionalization of Feedback Mechanisms and Adaptive Knowledge Loops

TARI will embed structured feedback mechanisms and learning loops within its KM framework to ensure that lessons learned, implementation insights, and stakeholder inputs are captured and applied in real-time. This approach will enable the Institute to transition from passive knowledge storage to active knowledge application supporting continuous improvement, strategic agility, and enhanced innovation scaling.

Through this integrated and future-oriented approach, TARI aims to institutionalize a resilient and responsive knowledge management system that enhances transparency, promotes evidence-informed decision-making, and reinforces the Institute role as a national and regional leader in agricultural research and innovation. The operationalization of this framework will be instrumental in driving high-impact outcomes across the Strategic Plan implementation cycle.

5.9.7 Approach for Disseminating Knowledge and Technologies for Field-Level Impact

TARI dissemination strategy, as articulated in the Strategic Plan 2025/26–2029/30, is grounded in the principles of inclusivity, responsiveness, and scalability. The overarching goal is to enhance the adoption of agricultural innovations by ensuring that research outputs are translated into actionable knowledge and context-specific technologies that reach end-users in particularly smallholder farmers. This approach integrates institutional partnerships, decentralized outreach, digital solutions, and participatory learning to ensure that dissemination efforts are responsive to farmer needs and aligned with national agricultural transformation goals.

5.9.8 Strengthening Stakeholder Coordination and Delivery Systems

TARI will enhance the institutional architecture for knowledge dissemination by reinforcing coordination among research institutions, public extension services, farmer organizations, private sector actors, and development partners. Multi- stakeholder engagement platforms such as joint planning forums, coordination committees, and strategic advisory groups will be established or strengthened to align dissemination

priorities, harmonize messages, and coordinate delivery mechanisms. These platforms will ensure that dissemination efforts reflect local needs, leverage the existing networks, and support integrated service delivery along value chains.

5.9.9 Operationalizing Decentralized, Agro-Ecologically Tailored Dissemination Models

To ensure contextual relevance and geographic reach, dissemination will be implemented through TARI 17 zonal and sub-zonal research centres, each strategically located in key agro-ecological zones. These centres will anchor localized dissemination strategies, including adaptive research trials, farmer participatory technology evaluations, and demonstration plots. Extension packages and dissemination materials will be tailored to reflect local production systems, agro-climatic conditions, and socio-economic contexts. The decentralization of dissemination will foster greater ownership at the community level and enable timely feedback loops between farmers and research teams.

5.9.10 Institutionalizing Knowledge Exchange Platforms and Innovation Interfaces

TARI will facilitate creating and institutionalizing structured platforms for knowledge sharing and stakeholder dialogue. These platforms include national and regional innovation fairs, farmer field schools, policy-research dialogues, and community- based learning forums. Such platforms will serve as dynamic interfaces where researchers, extension agents, policymakers, and farmers co-create, refine, and exchange knowledge. They will also enable the validation and scaling of successful technologies through collaborative experimentation and evidence-informed adaptation.

5.9.11 Leveraging Digital Infrastructure for Scalable Technology Outreach

Recognizing the role of digital transformation in accelerating agricultural development, TARI will leverage ICT tools to enhance the efficiency and coverage of its dissemination strategy. Digital platforms, including mobile phone applications, SMS services, web portals, radio and television programs, and interactive voice response systems, will be deployed to deliver real-time information and agronomic advisories to farmers. These platforms will be designed for user accessibility, local language support, and national digital agriculture strategies integration. Strategic partnerships with ICT service providers and mobile network operators will be explored to ensure affordability, relevance, and sustainability.

5.9.12 Promoting Public-Private Partnerships for Technology Commercialization

To bridge the gap between research and market uptake, TARI will expand its engagement with private sector actors including input suppliers, agro-dealers, processors, and technology firms through formalized public-private partnerships (PPPs). These partnerships will support the multiplication, packaging, and distribution of improved seed varieties, post-harvest technologies, and agricultural inputs. Joint dissemination programs and commercialization strategies will be co- developed to ensure scale, sustainability, and alignment with market incentives. PPPs will also

provide a pathway for licensing and revenue generation from intellectual property and proprietary technologies.

5.9.13 Capacity Enhancement for Dissemination Actors and Knowledge Brokers

Effective dissemination requires capable intermediaries who can interpret and communicate complex research outputs in user-friendly formats. TARI will implement targeted capacity-building initiatives for frontline extension agents, lead farmers, agro-dealers, and local facilitators. Training modules will focus on technology characteristics, participatory facilitation methods, digital literacy, and effective communication techniques. Knowledge brokers trained through this approach will serve as credible and trusted conduits for technology adoption in farming communities, helping bridge scientific knowledge and local practice.

5.9.14 Alignment with National Agricultural Policy and Regulatory Frameworks

All dissemination strategies and activities will be aligned with key national agricultural policy instruments, including the Agricultural Sector Development Programme Phase II (ASDP II), the Tanzania Agricultural Master Plan (TAMP) 2050, and sector-specific regulatory frameworks such as TOSCI protocols for seed quality assurance. This alignment ensures policy coherence, institutional legitimacy, and compatibility with broader sectoral performance and investment frameworks. Compliance with statutory mandates will also facilitate integration with government reporting systems and strategic planning processes at national and subnational levels.

Thus, TARI approach to knowledge and technology dissemination is designed to create a robust, demand-driven, and impact-oriented delivery system that empowers farmers with actionable information and innovations. Through a combination of decentralized implementation, multi-stakeholder partnerships, digital platforms, and institutional capacity strengthening, the Institute will ensure that research outputs are not only widely disseminated but also effectively adopted. This strategy positions TARI to contribute significantly to national goals of agricultural transformation, rural development, and food security.

Having outlined the Monitoring, Evaluation, and Learning (MEL) framework that will guide performance tracking and adaptive management throughout the implementation cycle, the next chapter focuses on the **organizational implications required to operationalize the Strategic Plan effectively**. Chapter Six examines the institutional capacities, governance structures, human resource requirements, and coordination mechanisms necessary to translate strategic priorities into actionable and measurable results. The Chapter addresses the internal realignments, leadership roles, and cross-functional collaboration needed to support results-based implementation and sustain institutional transformation over the plan period.

CHAPTER SIX
ORGANISATIONAL IMPLICATIONS FOR STRATEGIC P LAN IMPLEMENTATION

6.1 Overview

Effective execution of the Strategic Plan 2025/26–2029/30 of TARI, which is anchored in a robust institutional structure as presented in Annex 3 ensures strategic coherence, operational efficiency, and performance accountability. The organizational hierarchy is deliberately structured to translate national research priorities into actionable results through clearly defined mandates, governance mechanisms, and coordination platforms. Each level within the institutional architecture, ranging from strategic oversight bodies to technical and decentralized implementation units, plays a pivotal role in achieving TARI strategic objectives. This section outlines the institutional arrangements and functional responsibilities that will support the coordinated delivery of the Strategic Plan over the next five years.

6.2 Managing Board – Strategic Governance and Institutional Oversight

The Managing Board provides strategic governance and high-level oversight of the implementation of TARI mandate. In the execution of the Strategic Plan, the Board will be responsible for approving institutional priorities, reviewing annual implementation plans, and monitoring performance against defined outcomes and targets. The Board ensures that the strategic agenda is aligned with national agricultural policies, facilitates resource oversight, and guides institutional reforms. The Board role is central in maintaining accountability, reinforcing transparency, and safeguarding the alignment between long-term goals and short-term deliverables.

6.3 Director General – Executive Leadership and Strategic Coordination

The Director General (DG) provides overall executive leadership and serves as the institutional focal point for strategic coordination. The DG is responsible for translating the Strategic Plan into operational frameworks, guiding implementation through institutional planning and budgeting processes, and ensuring results-based performance management. The DG will lead cross-directorate coordination, drive resource mobilization, and maintain engagement with the Ministry of Agriculture and other key stakeholders. Through executive stewardship, the DG ensures institutional alignment, operational effectiveness, and strategic responsiveness throughout the plan period.

6.4 Core Directorates – Functional Execution of Strategic Priorities

TARI directorates provide technical and functional leadership in the delivery of strategic outcomes.

I. The Directorate of Research and Innovation is responsible for implementing research programmes aligned with national agricultural transformation priorities and the generation of climate-smart technologies.

II. The Directorate of Technology Transfer and Partnerships leads the

dissemination of innovations, facilitates public-private partnerships, and supports stakeholder capacity development.

III. The Directorate of Administration and Human Resource ensures institutional readiness by managing human capital, administrative systems, and organizational development initiatives.

These directorates function as the operational arms of the Strategic Plan, ensuring that each strategic pillar is effectively implemented.

6.5 Institutional Units – Systems Support and Operational Assurance

Cross-cutting units are critical enablers of the Strategic Plan, providing institutional systems support and ensuring compliance, integration, and performance monitoring.

I. The Planning, Monitoring and Evaluation (PM&E) Unit provides leadership in results-based management, tracking progress, and facilitating adaptive learning.

II. The Finance and Accounts Unit ensures effective financial management and the alignment of budget allocations with strategic targets.

III. The Internal Audit Unit strengthens institutional accountability and transparency by overseeing compliance and control systems.

IV. The Procurement Management Unit ensures timely and value-for-money acquisition of goods and services required for implementation.

V. The ICT Unit supports digital transformation, enabling the operationalization of integrated data systems and digital knowledge management platforms.

These units reinforce institutional systems that are vital for sustainable strategy execution.

6.6 Research Centres and Sub-Centres – Decentralized Implementation Mechanisms

TARI network of research centres and sub-centres provides the foundation for decentralized implementation of strategic interventions. These centres operationalize national priorities at the subnational level through zonal and commodity-specific research programmes, adaptive trials, and farmer engagement. Each centre will develop localized implementation plans aligned with the institutional Strategic Plan, supported by performance monitoring frameworks. By serving as hubs for research, validation, and knowledge dissemination, these centres ensure that strategic objectives are translated into results at the community level and inform national innovation pathways.

6.7 Knowledge Management and Communication – Institutional Learning and Knowledge Utilization

The knowledge management and communication function are central to institutional learning, performance reporting, and stakeholder engagement. It supports the strategic objective of enhancing the documentation, accessibility, and dissemination of research outputs. This function will lead the development and maintenance of digital repositories, coordinate internal knowledge sharing, and produce policy- relevant knowledge products to inform decision-making. Through structured communication platforms and engagement strategies, TARI will strengthen visibility, foster collaboration, and increase the uptake of research innovations across the agricultural system.

Taken together, the institutional elements outlined above spanning governance, executive leadership, functional directorates, support units, decentralized research infrastructure, and knowledge management systems form an integrated operational architecture designed to deliver the Strategic Plan 2025/26–2029/30. This structure ensures that each strategic objective is translated into implementable actions with clear lines of accountability, supported by enabling systems for performance tracking, learning, and resource stewardship. The strategic coherence and functional synergy embedded in TARI organizational setup provide the foundation for effective execution of the plan and long-term institutional resilience.

The successful implementation of the TARI Strategic Plan (2025/26–2029/30) requires strong organizational systems and capacity and a robust financial framework that aligns resources with strategic priorities. Having outlined the organizational implications necessary to drive the achievement of the Strategic Objectives, the next chapter presents the detailed financial estimates required to operationalize the Plan. Chapter Seven elaborates the Draft Budget Estimates, providing a structured projection of the resource requirements over the five-year planning horizon, mapped against the Strategic Objectives and key intervention areas. This financing framework is fundamental to ensuring the effective, sustainable, and results-oriented delivery of TARI mandate.

CHAPTER SEVEN
MID-TERM EXPENDITURE FRAMEWORK (MTEF)

7.1 Overview: Mid-Term Expenditure Framework (MTEF)

Implementing the TARI Strategic Plan (2025/26–2029/30) will be guided by a structured financing approach grounded in the Mid-Term Expenditure Framework (MTEF) principles. Adopting the MTEF model ensures that resource allocation is predictable, sustainable, and strategically aligned with national priorities articulated in the ASDP II and the TFSRP.

The MTEF provides a disciplined framework for forecasting expenditures over a five-year horizon, supporting TARI in linking financial inputs directly to expected outputs and outcomes. It enhances fiscal transparency and strengthens accountability mechanisms necessary to deliver research outputs and strategic initiatives effectively. The MTEF also allows for mid-course adjustments based on performance reviews and changing sectoral dynamics, ensuring that financial resources continue to support TARI evolving mandate in climate-resilient, market-oriented agricultural research.

Over the five-year strategic planning period, the total estimated financial requirement for implementing the Strategic Plan is TZS 647.3 billion. This financial envelope has been carefully aligned to support prioritized investments in research infrastructure, human capital development, climate-smart innovations, knowledge management systems, and institutional capacity strengthening.

7.2 Budgeting Principles and Key Assumptions

A set of guiding principles and planning assumptions informed the development of the draft budget estimates for the Strategic Plan, which mirror the fiduciary standards and operational practices outlined in the TFSRP Program Operational Manual.

I. **Results-Based Budgeting:** Resource allocation is directly linked to achieving measurable outputs and outcomes as specified under each Strategic Objective.

II. **Consistency with National Frameworks:** Budgeting aligns with national policies, including TDV 2025, TDV 2050, ASDP II, and the national MTEF guidelines.

III. **Predictable Funding:** Financial projections assume continued, timely funding flows from the Government of Tanzania and Development Partners, supplemented by enhanced internal revenue generation.

IV. **Inflation Adjustment:** To safeguard the real value of financial resources over time, an annual inflation adjustment factor of 3% has been incorporated.

V. **Diversified Financing:** Financing sources will be diversified to reduce dependency on any single source and to promote institutional sustainability.

VI. **Mid-Term Financial Review:** A comprehensive mid-term financial assessment is scheduled for FY 2027/28 to ensure strategic realignment of resources based

on actual performance and emerging priorities.

7.3 Sources of Funding

TARI financing strategy is diversified to promote sustainability and reduce risks associated with single-source dependency. The primary sources of funding include:

I. **Government Budget Allocations:** Funding secured through the Ministry of Agriculture MTEF budgeting process, ensuring alignment with national agricultural priorities.
II. **Development Partner Contributions:** Financial and technical support from international partners, including the World Bank under the TFSRP framework and complementary funding sources.
III. **Internal Revenue Generation:** Income generated through the commercialization of research products, the provision of consultancy services, and partnerships with private sector actors.
IV. **Private Sector Collaboration:** Strategic partnerships with agribusiness firms, seed companies, and technology providers to co-finance research and innovation initiatives.

7.4 Financial Management, Accountability, and Reporting

TARI will adhere to robust financial management standards as outlined in the TFSRP POM. Specific measures include:

I. Annual Financial Audits: Independent external audits conducted in line with national audit standards and Program-for-Results (PforR) requirements.
II. Financial Monitoring: Quarterly financial reporting linked to output achievement and disbursement milestones.
III. Verification Mechanisms: Independent verification entities (IVE) are used to assess compliance with financial and programmatic indicators.
IV. Mid-Term Expenditure Review: A comprehensive assessment of resource utilization and realignment of budgetary priorities scheduled for FY 2027/28.
V. Internal Controls: Strengthening of financial and procurement management systems to ensure accountability, transparency, and fiduciary integrity.

Through these measures, TARI commits to ensuring efficient, transparent, and accountable use of resources to achieve its Strategic Plan objectives and deliver sustainable impacts to the agricultural sector.

7.5 Estimated Resource Requirements

Table 7 presents the total estimated resource requirement for implementing the Strategic Plan: TZS 647,304,173,280.22. This estimate was developed using an activity-based costing methodology, ensuring that the budget reflects the financial needs of implementing each strategic intervention.

Resource requirements have been structured to address recurrent and development expenditures, ensuring the sustainability of core institutional functions while enabling transformational investments in research, technology development, partnerships, and

capacity building. Projections are phased to match the implementation timelines of strategic activities, ensuring a balanced distribution of financial requirements across the five years.

The planned financial resources will enable TARI to deliver critical outputs such as new climate-smart technologies, enhanced knowledge platforms, expanded partnerships, and improved internal systems for greater efficiency and impact. Annex 4 provides a comprehensive analysis of the budget allocations.

Table 7: Budget allocation per Strategic Objective

Category	Funds Allocations in TZS					Total
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	
A: Strategic Objectives (SO)						
SO:1	139,520,000.00	143,705,600.00	148,016,768.00	152,457,271.04	157,030,989.17	740,730,628.21
SO:2	225,760,000.00	232,532,800.00	239,508,784.00	246,694,047.52	254,094,868.95	1,198,590,500.47
SO:3	29,576,348,133.33	30,463,638,577.33	31,377,547,734.65	32,318,874,166.69	33,288,440,391.69	157,024,849,003.71
SO:4	1,338,800,000.00	1,378,964,000.00	1,420,332,920.00	1,462,942,907.60	1,506,831,194.83	7,107,871,022.43
SO:5	3,111,512,000.00	3,204,857,360.00	3,301,003,080.80	3,400,033,173.22	3,502,034,168.42	16,519,439,782.44
SO:6	85,389,601,755.00	87,951,289,807.65	90,589,828,501.88	93,307,523,356.94	96,106,749,057.64	453,344,992,479.11
SO:7	2,141,158,235.67	2,205,392,982.74	2,271,554,772.22	2,339,701,415.39	2,409,892,457.85	11,367,699,863.85
Sub-total	121,922,700,124.00	125,580,381,127.72	129,347,792,561.55	133,228,226,338.40	137,225,073,128.55	647,304,173,280.22
B: Inflation Adjustment (3%)						

7.6 Budget Breakdown by Strategic Objectives

In developing the financial framework for the TARI Strategic Plan (2025/26– 2029/30), careful alignment of budgetary resources to the seven Strategic Objectives was prioritized to ensure that each investment meaningfully advances the Institute strategic direction. The allocation of resources has been structured to reflect each intervention area criticality, scale, and expected return on investment, adhering to best practices in results-based financial planning.

Each Strategic Objective embodies a distinct thematic area of focus, supporting national ambitions for agricultural transformation, enhanced climate resilience, and institutional excellence. Budgetary allocations have been informed by a comprehensive assessment of activity costs, anticipated implementation timelines, and the operational complexity associated with each objective. This structured and disciplined approach ensures that financial resources are responsive to institutional priorities and facilitate operational efficiency, impact-driven programming, and strengthened accountability mechanisms.

The subsequent section offers a detailed exposition of each Strategic Objective, outlining the specific investment priorities, key activities, and corresponding budgetary allocations necessary to deliver tangible outcomes over the Strategic Plan period.

Strategic Objective 1: Reduce HIV/AIDS and NCDs Infections and Enhance Staff Wellness

An estimated TZS 740.7 million has been allocated to interventions safeguarding staff health and wellbeing. Activities under this Strategic Objective include institutional HIV/AIDS awareness campaigns, operationalization of employee wellness programs, and strengthening health support systems. These investments enhance staff productivity, reduce absenteeism, and promote a resilient, inclusive workplace in line with national health strategies.

Strategic Objective 2: Promote Transparency and Accountability at the Workplace

Approximately TZS 1.2 billion promotes governance, integrity, and fiduciary compliance within TARI operations. Planned interventions include strengthening ethics and anti-corruption systems, operationalizing internal control frameworks, and capacity building for financial and procurement management staff. These efforts are critical to enhancing institutional credibility and ensuring efficient use of public resources.

Strategic Objective 3: Increase developments of climate-smart technologies and innovations for agricultural growth

A substantial allocation of TZS 157.0 billion will finance research and dissemination of climate-resilient technologies and innovations. Key investments include developing and releasing new crop varieties, validating sustainable land management practices, documenting gender-sensitive technologies, and establishing demonstration plots to accelerate uptake among farmers. These initiatives align with TFSRP Result Area 1, supporting the transformation of Tanzania agricultural service delivery systems.

Strategic Objective 4: Strengthen Multi-Stakeholder Collaboration and Partnership Frameworks

An estimated TZS 7.1 billion has been earmarked to facilitate multi-stakeholder engagement platforms, strengthen regional collaborations, and enhance partnerships with extension services, academic institutions, the private sector, and farmer organizations. Effective partnerships are crucial for technology scaling, knowledge sharing, and amplifying TARI research impact across the agricultural sector.

Strategic Objective 5: Promote Socio-Economic, Policy, and Marketing Research

A total of TZS 16.5 billion will support operational and applied research on socio-economic dynamics, agricultural marketing systems, and policy frameworks. Research outputs will provide evidence for decision-making, influence agricultural policy reforms, and promote sustainable market development strategies that are climate-smart and gender-responsive.

Strategic Objective 6: Strengthen Institutional Capacity for Effective Mandate Execution

The largest allocation, approximately TZS 453.3 billion, will drive investments in upgrading research infrastructure, modernizing laboratories and field stations, staff professional development, and internal system reforms. Specific initiatives include PhD and MSc. sponsorships, specialized training programs, ICT upgrades, and strengthening research management systems.

Strategic Objective 7: Strengthen Institutional Knowledge Management Systems

Approximately TZS 11.4 billion is allocated to developing and operationalizing institutional knowledge management systems. This includes establishing digital knowledge repositories, upgrading information management platforms, promoting open access to research outputs, and strengthening documentation and dissemination practices to enhance institutional memory and support evidence- based decision-making.

The Draft Budget Estimates for the TARI Strategic Plan (2025/26–2029/30) present a financially sound, results-oriented framework that ensures the strategic alignment of resources to institutional priorities and national development goals. The financing strategy, grounded in the Mid-Term Expenditure Framework (MTEF) principles, reflects a realistic projection of resource requirements, anticipated funding sources, and necessary fiscal discipline to drive impactful agricultural research and innovation.

Adherence to robust financial management systems, strengthened internal controls, and rigorous monitoring and evaluation mechanisms will be critical in safeguarding the efficient and transparent use of allocated funds. The phased resource mobilization plan, supported by government allocations, development partner contributions, and internal revenue generation, positions TARI to achieve its strategic objectives sustainably. As a financial expert, I affirm that the proposed financial framework is credible and resilient, providing a solid foundation to catalyze agricultural transformation, promote climate-smart innovations, and strengthen Tanzania food systems resilience over the Strategic Plan period.

LIST OF ANNEXES

Annex 1: Stakeholder Analysis Matrix

No.	Name of Stakeholder	Service delivered to Stakeholder	Stakeholders' expectation
1	**Ministry of Agriculture**	(i) Provision of information in agricultural production, productivity, and profitability (ii) Policy briefs; (iii) Provision of professional and updated technical advice on agricultural issues; and (iv) Provision of research recommendations.	(i) Timely reliable and quality service (ii) Appropriate and accurate research findings.
2	**Farmers/ Farmer Organizations**	(i) Provision of basic and certified seeds or planting materials; (ii) Recommend Good agricultural practices; (iii) Provision of technical advice and backstopping; and (iv) Provision of analytical services.	(i) Timely, reliable and quality service.
3	**Seed Agency and companies**	(i) Provision of quality EGS; (ii) Provision of technical advice and backstopping.	(i) Timely, reliable and quality service.
4	**Private Sector (Traders and Processors)**	(i) Adaptability and suitability tests before commercialization; (ii) Analytical services; (iii) Advisory services; (iv) Consultancy services; and (v) Licensing services.	(i) Timely, reliable and quality service.
5	**Research Partners**	(i) Collaborative Research;	(i) Timely, reliable and quality service;
		(ii) (ii) Provision of research sites and bench services	(ii) Transparency; and
		(iii) Joint proposal development; and	(iii) Secure safe
		(iv) Exchange program and facilities.	(iv) Working environment.
6	**Development Partners**	(i) Joint proposal development;	(v) Transparency;
		(ii) Provision of information in agricultural production, productivity, and profitability;	(vi) Effective value for money;
		(iii) Provision of professional and updated technical advice on agricultural issues; and	(vii) Adherence to MoUs; and
		(iv) Provision of progress reports of funded projects.	(viii) Accountability.
7	**Regulatory boards**	(i) Quality standards catalogue;	(i) Adherence and Compliance to standards and procedures; and
		(ii) Technical expertise;	(ii) Timely, reliable and quality service
		(iii) Variety descriptor; and	
		(iv) Verification or efficacy trials.	
8	**Civil Society Organizations (CSOs), Community Based Organizations (CBOs) and Non- Government Organizations (NGOs)**	Advisory services; Improved agriculture technologies; and technical expertise.	Timely, reliable and quality service.
9	**Policy makers**	(i) Provision of information in agricultural production, productivity, and profitability; (ii) Provision of Policy briefs; (iii) Provision of technical advice on agricultural issues; and (iv) Provision of research recommendations.	Timely, reliable and quality service.

No.	Name of Stakeholder	Service delivered to Stakeholder	Stakeholders' expectation
10.	**Treasury Registrar**	(i) Provision of information on implementation of mandate functions.	Timely, reliable and quality information.
11.	**Local Government Authorities**	(i) Provision of basic and certified seeds or planting materials; (ii) Recommend Good agricultural practices; (iii) Provision of technical advice and backstopping; and (iv) Provision of analytical services.	Timely, reliable and quality services
12.	**Ministries**	(i) Analytical services (ii) Provision of information in agricultural production (iii) Provision of technical advice	Timely, reliable and quality service
13.	**Media**	Provision of agricultural information	Timely, accurate and reliable information
14.	**Universities/ Colleges**	(i) Research expertise; (ii) Collaborative research (iii) Joint proposal development (iv) Provision of field practical training; (v) Provision of Internships; (vi) Co-supervision for students; (vii) Research technologies (early generation seeds, recommendations); (viii) Inter-laboratory analytical exchange; and (ix) Co-publications.	Timely, accurate and reliable service
15.	**Financial institutions**	Information on agricultural services, productions, profitability, and productivity Agricultural technical advices	Timely, reliable, validated and quality service
16.	**Staff/ Employees**	(i) Salaries; (ii) Employee benefits and allowances; (iii) Long-term and short-term trainings; and (iv) Good working condition and facilities	Timely, reliable, validated and quality service Transparency

Annex 2: Results Framework

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
Impact: Increased agricultural productivity, income, and food and nutrition security.	1. Average agricultural yield per hectare for key crops and commodities	Productivity: This is the quantity produced per unit area for priority commodities in crops	tonnes/ha	1.1.1 maize 1.6	1.1.1 maize 1.8	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.2 paddy 2.8	1.1.2 paddy 3.1	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.3 wheat 1.2	1.1.3 wheat 1.3	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.4 Pulses/Beans 1.3	1.1.4 Pulses/Beans 1.4	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.5 Cashewnuts 0.3	1.1.5 Cashewnuts 0.4	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.6 Avocados TBD	1.1.6 Avocados TBD	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.7 Sunflower 1	1.1.7 Sunflower 1.1	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.8 Cassava 7.9	1.1.8 Cassava 8.7	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.9 Sisal 0.7	1.1.9 Sisal 0.8	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.10 Cotton 0.8	1.1.10 Cotton 0.8	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.11 Soyabeans 0.6	1.1.11 Soyabeans 0.7	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.12 Sorghum 1.3	1.1.12 Sorghum 1.4	Performance report	Documentary review	Annually	DRI
			tonnes/ha	1.1.13 Coffee 0.3	1.1.13 Coffee 0.4	Performance report	Documentary review	Annually	DRI
	2. Prevalence of food among rural farming households	Proportion of farming households that experiencing food insecurity food	scale	TBD	TBD	Performance report	Documentary review	Annually	DRI
	3. Proportion of smallholder farmers adopting improved technologies promoted by research outputs	Smallholder farmers using improved technologies	%	TBD	TBD	Field survey report	Survey	Annually	DTTP
	4. Percentage of farming households achieving minimum dietary diversity	Proportion of farming households getting minimum dietary diversity	%	TBD	TBD	Field survey report	Survey	Annually	DRI
Outcome: 1 Improved employee health and Productivity in agricultural research institutions.	1.1 HIV/AIDS and NCDs prevalence rate at workplace	HIV/AIDS and NCDs incidence rate at TARI	%	0.56	0	FAHR Report	Meeting attendance list	quarterly	DAHR M
	1.2 Percentage of employees accessing preventive health services annually	TARI employees accessing preventive health services annually	%	TBD	100	FAHR Report	Meeting attendance list	quarterly	DAHR M
	1.3 Rate of absenteeism due to illness or medical leave	TARI Staff absent from workplace due to illiness	%	TBD	100	FAHR Report	Meeting attendance list	quarterly	DAHR M
	1.4 Number of staff participating in health and wellness programs	TARI staff participating in health and wellness programs	Number	TBD	907	FAHR Report	Meeting attendance list	quarterly	DAHR M
	1.5 Percentage of employees reporting improved physical and mental well-being	Proportion of TARI employees reporting improved health	%	TBD	100	FAHR Report	Meeting attendance list	quarterly	DAHR M
	1.6 Average number of productive workdays lost per employee due to health- related issues	Number of productive workdays lost per employee due to health-related issues	Number	TBD	0	FAHR Report	Meeting attendance list	quarterly	DAHR M
	1.7 Percentage of TARI centres with functional employee wellness and support program	TARI centers with functional employee wellness and support program	Number	TBD	TBD	FAHR Report	Meeting attendance list	quarterly	DAHR M
	1.8 Number of counselling or psychosocial support sessions accessed by staff	TARI staff accessing couns elling or psychosocial support sessions	Number	TBD	907	FAHR Report	Meeting attendance list	quarterly	DAHR M
Output 1:1 Institutional awareness initiatives on HIV/AIDS and	1.1.1 Number of HIV/AIDS awareness sessions to staff conducted	HIV/AIDS awareness sessions provided to TARI staff	Number	1	6	FAHR Report	Meeting attendance list	quarterly	DAHR M

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
NCDs implemented.	1.1.2 Number of NCD awareness sessions to staff conducted	NCD awareness sessions conducted to TARI staff	Number	0	6	FAHR Report	Meeting attendance list	quarterly	DAHR M
	1.1.3 Proportion of staff reached through awareness campaigns	TARI staff reached through awareness campaigns	Number	TBD	907	FAHR Report	Documentary review	quarterly	DAHR M
	1.1.4 Number of awareness materials (posters, brochures, videos) distributed	Awareness materials on HIV/AIDS and NCD (posters, brochures) disseminated	Number	TBD	TBD	FAHR Report	Documentary review	quarterly	DAHR M
	1.1.5 Number of partnerships established for health education and awareness	Partnerships for health education and awareness established	Number	0	5	FAHR Report	MoUs	quarterly	DAHR M
	1.1.6. Percentage of staff living with HIV/AIDS provided with supportive services	Proportion of TARI staff living with HIV/AIDS provided with supportive services	%	100	100	FAHR Report	Documentary review	quarterly	DAHR M
Output 1:2 Institutional employee wellness programs operationalized	1.2.1 Number of employee wellness programs developed and approved	Employee wellness programs developed and approved	Number	0	5	FAHR Report	Documentary review	quarterly	DAHR M
	1.2.2 Proportion of TARI centres with operational wellness programs	TARI centres with operational wellness programs	%	12	47	FAHR Report	Documentary review	quarterly	DAHR M
	1.2.3 Number of staff participating in wellness program activities	TARI staff participating in wellness program activities	Number	0	270	FAHR Report	Documentary review	quarterly	DAHR M
	1.2.4 Number of wellness activities conducted per year (e.g., fitness, counselling)	Wellness activities conducted per year	Number	0	20	FAHR Report	Documentary review	quarterly	DAHR M
	1.2.5 Number of staff accessing psychological or counselling services	TARI staff accessing psychological or counselling services	Number	100	600	FAHR Report	Documentary review	quarterly	DAHR M
	1.2.6 Number of partnerships established to support wellness initiatives	Partnerships to support wellness initiatives established	Number	0	5	FAHR Report	Documentary review	quarterly	DAHR M
Outcome: 2 Enhanced institutional integrity, transparency, and accountability	2.1 Percent of corruption incidences	Proportion of corruption incidences	%	0	0	FAHR Report	Documentary review	quarterly	DAHR M
	2.2 Percentage of reported cases of misconduct or corruption resolved through formal mechanisms	Reported cases of misconduct or corruption resolved through formal mechanisms	%	0.4	0	FAHR Report	Documentary review	quarterly	DAHR M
	2.3 Level of employee perception of institutional transparency and ethical standards	TARI employee perception of institutional transparency and ethical standards	Scale	TBD	High	FAHR Report	Documentary review	quarterly	DAHR M
	2.4 Proportion of TARI centres submitting timely and accurate reports to TARI HQ	TARI centres submitting timely and accurate compliance reports to TARI HQ	%	TBD	100	AMEC Report	Documentary review	Quarterly reports	MPME
	2.5 Percentage of management decisions informed by audit or integrity-related findings	Decisions informed by audit or integrity-related findings	%	100	100	AMEC Report	Documentary review	Quarterly	CIA
	2.6 Percentage of employees who demonstrate awareness of the institutional code of conduct	TARI employees demonstrate awareness of the institutional code of conduct	%	80	100	FAHR Report	Documentary review	quarterly	DAHR M
	2.7 Proportion of institutional processes automated to reduce discretionary decision-making	TARI processes automated to reduce discretionary decision-making	%	10	100	FAHR Report	Documentary review	quarterly	HICT

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
Output 2.1 Ethics and anti-corruption frameworks Operationalized	2.1.1 Level of progress made in developing Ethics and anti- corruption frameworks 0 Not Initiated, 1. Planning Stage, 2. Drafting Stage, 3.Finalization Stage, 4.Institutionalized, 5.Operationalized	Progress made by TARI in developing Ethics and anti-corruption frameworks	Scale	1	5	FAHR Report	Documentary review	quarterly	DAHR M
	2.1.2 Percentage of staff trained on ethics, integrity, and anti-corruption measures	TARI staff trained on ethics, integrity, and anti-corruption measures	%	TBD	100	FAHR Report	Documentary review	quarterly	DAHR M
	2.1.3 Number of ethics and anti-corruption policies, guidelines, or codes of conduct disseminated.	Ethics and anti-corruption policies, guidelines, or codes of conduct disseminated.	Number	1	1	FAHR Report	Documentary review	quarterly	DAHR M
	2.1.4 Number of functional integrity committees established within TARI centres.	Functional integrity committees established within TARI centres.	Number	17	17	FAHR Report	Documentary review	quarterly	DAHR M
	2.1.5 Number of reported ethical or corruption-related cases addressed through the institutional framework.	Ethical or corruption- related cases addressed through the TARI framework.	Number	0	0	FAHR Report	Documentary review	quarterly	DAHR M
	2.1.6 Proportion of TARI centres with designated ethics and compliance officers.	TARI centres with designated ethics and compliance officers.	%	0	17	FAHR Report	Documentary review	quarterly	DAHR M
	2.1.7 Frequency of ethics and anti-corruption audits or assessments conducted.	Ethics and anti-corruption audits or assessments conducted.	Number	0	5	FAHR Report	Documentary review	quarterly	DAHR M
	2.1.8 Number of awareness campaigns or sensitization sessions on ethics and anti- corruption conducted annual.	Awareness sessions on ethics and anti- corruption conducted annually to TARI Staff	Number	4	9	FAHR Report	Documentary review	quarterly	DAHR M
	2.1.9 Existence of a monitored and functioning whistle-blower or grievance redress mechanism.	Availability of a monitored and functioning whistle-blower or grievance redress mechanism.	Number	3	4	FAHR Report	Documentary review	quarterly	DAHR M
Output 2.2 Audit and compliance systems strengthened;	2.2.1 Number of staff trained in risk management and compliance procedures	TARI staff trained in audit, risk management, and compliance procedure	Number	7	30	AMEC Report	Documentary review	Quarterly	CIA
	2.2.2 Number of internal audit reports produced and submitted annually.	Internal audit reports produced and submitted annually.	Number	20	40	AMEC Report	Documentary review	Quarterly	CIA
	2.2.3 Number of financial and compliance audits conducted according to the annual audit plan	Financial and compliance audits conducted according to the annual audit plan	Number	20	40	AMEC Report	Documentary review	Quarterly	CIA
	2.2.4 Average time taken to address identified audit findings.	Time taken to address identified audit findings.	Days	14	7	AMEC Report	Documentary review	Quarterly	CIA
	2.2.5 Number of risk-based audit plans developed and implemented.	Risk-based audit plans developed and implemented.	Number	5	10	AMEC report	Documentary review	Quarterly	CIA
Output 2.3 Institutional staff trained in governance principles and best practices.	2.3.1. Number of institutional staff trained on governance principles and practices.	Staff trained on governance principles and practices	Number	35	400	FAHR Report	Documentary review	quarterly	DAHR M
	2.3.2. Percentage of targeted staff who completed governance-training modules.	TARI targeted staff who completed governance-training modules	%	0	50	FAHR Report	Documentary review	quarterly	DAHR M

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
	2.3.4 Number of governance training sessions/workshops conducted	Governance training sessions/workshops conducted	Number	0	5	FAHR Report	Documentary review	quarterly	DAHR M
	2.3.5 Number of departments or units with at least one staff member trained in governance practices.	TARI departments or units with at least one staff member trained in governance practices	Number	0	17	FAHR Report	Documentary review	quarterly	DAHR M
	2.3.6 Percentage of staff knowledge scores on governance practices pre- and post-training.	TARI staff knowledge scores on governance practices pre- and post- training.	%	0	100	FAHR Report	Documentary review	quarterly	DAHR M
	2.3.7 Number of governance training materials, guidelines, or manuals developed and disseminated.	Governance training materials, guidelines, or manuals developed and disseminated	Number	4	8	FAHR Report	Documentary review	quarterly	DAHR M
	2.3.8 Proportion of newly recruited staff receiving orientation on institutional governance standards.	Newly recruited TARI staff receiving orientation on institutional	%	90	100	FAHR Report	Documentary review	quarterly	DAHR M
Outcome: 3 Increased adoptions of climate- smart technologies and innovations for agricultural growth.	3.1 Percentage of farmers adopting at least one climate-smart agricultural (CSA) technology or practice.	Proportion of farmers (disaggregated by gender) using at least one climate-smart agricultural (CSA) technology or practice.	%	10	35	Field survey report	Field survey	Annually	DRI
	3.2 Proportion of agricultural enterprises integrating climate-resilient technologies into their production systems.	Proportion of agricultural stakeholders using climate-resilient technologies into their production systems	%	TBD	10	Field survey report	Field survey	Annually	DRI
	3.3 Number of CSA technologies and innovations scaled up at the community or regional level.	Number of CSA technologies and innovations developed by TARI disaggregated by crops, GAPS and TIMS shared at regional level (e.g. EA, SADC)	Number	TBD	TBD	Field survey report	Survey	Annually	DTTP
	3.4 Number of CSA technologies and innovations adopted at the community or regional level.	Number of CSA technologies and innovations developed by TARI disaggregated by crops, GAPS and TIMS used at regional level (e.g. EA, SADC)	Number	TBD	TBD	Field survey report	Survey	Annually	DTTP
	3.5 Percentage of extension officers trained on CSA practices.	Proportion of extension officers (disaggregated by gender) trained on CSA practices	%	59.7 (4000 out of 6704)	80	Field survey report	Field survey	Annually	DRI
	3.6 Farmer-reported satisfaction with the effectiveness of adopted climate-smart technologies (disaggregated by gender, location, and type of technology)	Proportion of farmers reported satisfaction with the use of CSA technologies	%	TBD	TBD	Field survey report	Field survey	Annually	DRI
	3.7 Percentage change in income attributable to the use of CSA technologies and innovations.	Income attributable to the use of CSA technologies and innovations	%	TBD	25	Field survey report	Field survey	Annually	DRI
	3.8 Proportion of policy frameworks or agricultural plans that integrate climate- smart agriculture strategies.	Policy frameworks or agricultural plans that integrate climate- smart agriculture startegies	%	TBD	TBD	Field survey report	Field survey	Annually	DRI

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
Output 3.1 Climate-smart agricultural technologies developed and tested	3.1.1. Number of good agronomic practices developed	Good agronomic practices (GAPS) developed	Number	27	47	RTRM Report	Documentary review	Quarterly	DRI
	3.1.2. Number of climate-resilient crop varieties released	Climate-resilient crop varieties released	Number	52	102	RTRM Report	Documentary review	Annually	DRI
	3.1.3. Number of Artificial Intelligence (AI) assisted research projects for various crops implemented	Research activities that utilize Artificial Intelligence (AI) in their implementation	Number	3	8	RTRM Report	Documentary review	Annually	DRI
	3.1.4. Number of post- harvest management technologies developed	Post-harvest management technologies developed	Number	27	42	RTRM Report	Documentary review	Annually	DRI
	3.1.5. Number of nanotechnologies adapted	Number of nanotechnologies adapted by TARI from other institutions to be utilized in research	Number	0	2	RTRM Report	Documentary review	Annually	DRI
	3.1.6. Level of progress made in developing Climate-smart technologies 0 Not Initiated, 1. Planning Stage, 2. Drafting Stage, 3.Finalization Stage, 4.Institutionalized, 5.Operationalized	Level of progress made in developing Climate-smart technologies	Number	0	5	RTRM Report	Documentary review	Annually	DRI
	3.1.7. Number of machine prototypes developed	Number of machine prototypes developed	Number	2	4	RTRM Report	Documentary review	Annually	DRI
	3.2.12 Percentage of demo plots used for data collection, performance evaluation, or technology validation.	Percentage of demo plots used for data collection, performance evaluation, or technology validation.	%	20	100	RTRM Report	Documentary review	Annually	DRI
	3.2.13Number of integrated pest and disease management (IPDM) practices tested and recommended.	Number of integrated pest and disease management (IPDM) practices tested and recommended	Number	31	56	RTRM	Documentary	Annually	DRI
	3.1.8 Number of machine prototypes tested and commercialized	Number of machine prototypes tested and commercialized	Number	0	2	RTRM Report	Documentary review	Annually	DRI
Output 3.2 Climate-smart agricultural technologies made available for use by farmers	3.2.1. Number of conservation agriculture (CA) technologies tested and recommended	Conservation agriculture (CA) technologies evaluated and recommended	Number	3	8	RTRM Report	Documentary review	Annually	DRI
	3.2.2. Number of soil health practices analysed/tested and recommended	Soil health practices evaluated and recommended	Number	13	28	RTRM Report	Documentary review	Annually	DRI
	3.2.3. Number of innovative and modern crop breeding techniques adapted	Innovative and modern crop breeding techniques adapted by TARI from other institutions	Number	1	6	RTRM Report	Documentary review	Annually	DRI
	3.2.4 Number of climate- resilient varieties promoted	Climate-resilient varieties promoted	Number	52	77	RTRM Report	Documentary review	Annually	DTTP
	3.2.5 Number of regions or districts with at least one operational climate-smart demo plot	Operational demo plots established disaggregated by regions and districts	Number	10	25	RTRM Report	Documentary review	Annually	DTTP
	3.2.6 Percentage of demonstration plots incorporating at least two climate-smart practices (e.g. drought-resistant varieties/crops, conservation agriculture, water harvesting).	Proportion of demo plots with at least two CSA	%	60	100	RTRM Report	Documentary review	Annually	DTTP

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
	3.2.7 Number of farmers and extension officers trained through demonstration plot activities.	Farmers and extension officers (disaggregated by gender) trained on CSA through demonstration plot	Number	56,040	150,000	RTRM Report	Documentary review	Annually	DTTP
	3.2.8 Frequency of field days or farmer learning events conducted at demonstration sites	Farmer field days and learning conducted at demonstration sites	Days	5	25	RTRM Report	Documentary review	Annually	DTTP
	3.2.9 Proportion of demonstration plots maintained and monitored for more than one cropping season.	Proportion of demonstration plots maintained and monitored for more than one cropping season	%	71	100	RTRM Report	Documentary review	Annually	DTTP
	3.2.10 Number of climate- smart technologies showcased per agricultural Hub.	Climate-smart technologies showcased per agricultural Hub.	Number	7	22	RTRM Report	Documentary review	Annually	DTTP
	3.2.11 Number of partners engaged in the establishment and management of demo plots.	Partners engaged in the establishment and management of demo plots	Number	14	44	RTRM Report	Documentary review	Annually	DTTP
Output 3.3 Recommended climate resilient technologies disseminated to farmers and stakeholders.	3.3.1 Number of farmers and extension officers visiting the established demo plots.	Number of farmers and extension officers visiting the established demo plots	Number	5000	20000	RTRM Report	Documentary review	Annually	DTTP
	3.3.2 Number of farmers and extension officers trained on using and managing improved technologies.	Number of farmers and extension officers trained on using and managing improved technologies.	Number	2000	10000	RTRM Report	Documentary review	Annually	DTTP
	3.3.4 Technology dissemination campaigns and field days conducted in target areas.	Technology dissemination campaigns and field days conducted in target areas.	Number	20	50	RTRM Report	Documentary review	Annually	DTTP
	3.3.5 Level of seed access system strengthened to support technology uptake.	Level of progress made in the development of Seed access system.	Scale	3	5	RTRM Report	Documentary review	Annually	DTTP
	3.3.6 Partnerships with research institutions, private sector, and farmer organizations established to promote technology adoption	Partnerships with research institutions, private sector, and farmer organizations established to promote technology adoption.	Number	50	300	RTRM Report	Documentary review	Annually	DTTP
	3.3.7 Monitoring and feedback systems on technology performance and farmer preferences implemented.	A system for monitoring and tracking feedback on technology performance and farmer preferences	Number	0	1	RTRM Report	Documentary review	Annually	DTTP
	3.3.8 Digital platforms and mobile advisory services developed to disseminate information on agricultural technologies.	Digital platforms and mobile advisory services developed to disseminate.	Number	0	1	RTRM Report	Documentary review	Annually	DTTP
Output 3.4 Dissemination materials developed and delivered to relevant stakeholders	3.4.1. Number of dissemination materials of various technologies, practices and innovations produced	Dissemination materials on various technologies, practices and innovations produced	Number	100	500	RTRM Report	Documentary review	Annually	DTTP

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
	3.4.2 Number of dissemination materials of various technologies, practices and innovations disseminated	Dissemination materials on various technologies, practices and innovations disseminated	Number	3000	15,000	RTRM Report	Documentary review	Annually	DTTP
	3.4.3 Number of farmers reached by dissemination materials	Farmers reached by dissemination materials	Number	300,000	1,500,000	RTRM Report	Documentary review	Annually	DTTP
	3.4.4 Number of radio programs aired	Number of radio programs on CSA technologies disseminated aired	Number	37	70	RTRM Report	Documentary review	Annually	DTTP
	3.4.5 Number of TV programs aired	Number of TV programs on CSA technologies disseminated aired	Number	18	50	RTRM Report	Documentary review	Annually	DTTP
	3.4.6 Number of newspaper stories and feature articles published	Newspaper stories and feature articles on CSA technologies disseminated published	Number	149	300	RTRM Report	Documentary review	Annually	DTTP
	3.4.7 Number of farmers or stakeholders subscribed TARI social media	Number of farmers or stakeholders subscribed TARI social media	Number	235,000	500,000	RTRM Report	Documentary review	Annually	DTTP
	3.4.8 Number of farmers or stakeholders viewed TARI social media	Number of farmers or stakeholders viewed TARI CSA technologies disseminated in social media	Number	235,000	500,000	RTRM Report	Documentary review	Annually	DTTP
	3.4.9 Number of contents posted in social media	Content on CSA technologies disseminated posted in social media	Number	350	2000	RTRM Report	Documentary review	Annually	DTTP
Output 3.5 Plant genetic resources conserved and seeds multiplied to support sustainable seed systems.	3.5.1 Quantity of breeder seeds produced	Breeder seeds produced	MT	9.5	20	RTRM Report	Documentary review	Annually	DRI
	3.5.2. Quantity of pre-basic seeds produced	Pre-basic seeds produced.	MT	204.8	1,000	RTRM Report	Documentary review	Annually	DRI
	3.5.3. Quantity of basic seeds produced	Basic seeds produced	MT	2,031.20	100,000	RTRM Report	Documentary review	Annually	DRI
	3.5.4. Quantity of certified seeds produced	Certified seeds produced.	MT	523.4	2,500	RTRM Report	Documentary review	Annually	DRI
	3.5.5. Number of pre-basic vegetative propagated materials produced	Pre-basic vegetative propagated materials (disaggregated by vines, cuttings and seedlings) produced	Number	5,941,160	25,000,000	RTRM Report	Documentary review	Annually	DRI
	3.5.6. Number of basic vegetative propagated materials produced	Basic vegetative propagated materials (disaggregated by vines, cuttings and seedlings) produced	Number	850,000	5,000,000	RTRM Report	Documentary review	Annually	DRI
	3.5.7. Number of germplasm materials collected and conserved	Germplasm materials (disaggregated by crop type) collected and conserved	Number	30,000	55,000	RTRM Report	Documentary review	Annually	DRI
	3.5.8. Number of crop landraces collected and conserved	Crop landraces (disaggregated by crop type) collected and conserved	Number	2,000	5,000	RTRM Report	Documentary review	Annually	DRI
	3.5.9. Number of Germplasm exchanged	Germplasm exchanged with regional partners	Number	200	1,000	RTRM Report	Documentary review	Annually	DRI
Output 3.6 Packaged agricultural technologies, innovations, and best practices documented and shared with farmers, extension	3.6.1. Number of packaged technologies and practices documented	Packaged technologies and practices are documented	Number	10	200	RTRM Report	Documentary review	Annually	DTTP
	3.6.2. Number of packaged technologies and practices disseminated	Packaged technologies and practices disseminated	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
officers, and development partners									
Output 3.7 TARI Horticultural Investment Plan developed and implemented	3.7.1 Level of progress made in developing the TARI Horticultural Investment Plan 0 Not Initiated, 1. Planning Stage, 2. Drafting Stage, 3.Finalization Stage, 4.Institutionalized, 5.Operationalized	Level of progress made in developing the TARI Horticultural Investment plan	Scale	1	5	RTRM Report	Documentary review	Annually	DTTP
	3.7.2 Centre of excellence for horticulture research constructed	Level of progress made in construction of centre of excellence of horticulture research	Scale	0	1	RTRM Report	Documentary review	Annually	DRI
	3.7.3 Number of TARI staff undertaken long and short-term training	TARI staff undertaking Msc and PhD programs	Number	0	4	RTRM Report	Documentary review	Annually	DRI
Outcome: 4 Strengthened partnerships for adoptions of climate resilient agricultural technologies	4.1 Number of formal linkages established with national institutions	Formal linkages established by TARI with national institutions	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
	4.2 Number of formal partnership agreement established with private and international research institutions	Formal partnership agreement established by TARI between private and international research institutions	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
	4.3 Number of formal agreements established with development partners	Formal agreement established with development partners	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
	4.4 Proportional of joint initiatives implemented through a multi-stakeholder partnership	Proportional of joint initiatives implemented through a multi-stakeholder partnership	%	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
	4.5 Number of farmers reached through coordinated partner-led extension services	Number of farmers reached through coordinated partner- led extension services	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
	4.6 Level of stakeholders' satisfaction with the services of agriculture technology partnership	Agricultural stakeholders satisfied with established partnership	Scale	TBD	5	Field survey report	Field survey	Annually	DTTP
	4.7 Percentage of adapted climate resilient technologies attributed to collaborative efforts.	Proportion of climate resilient technologies adapted due to collaborative efforts	%	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
Output 4.1 Stakeholder platforms established to enhance coordination and knowledge exchange among agriculture actors	4.1.1 Number of multi- stakeholder platforms established for research-extension-policy dialogue.	Research-extension- policy dialogue platforms (disaggregated by zones) established.	Number	0	7	RTRM Report	Documentary review	Annually	DTTP
	4.1.2 Number of multi- stakeholder platforms for research-extension-policy dialogue under operation	Research-extension- policy dialogue platforms (disaggregated by zones) operationalized	Number	0	7	RTRM Report	Documentary review	Annually	DTTP
	4.1.3 Number of stakeholder engagement events conducted through institutional platforms (e.g., innovation fairs, roundtables, forums) per year.	Number of stakeholder engagement events conducted through institutional platforms	Number	0	5	RTRM Report	Documentary review	Annually	DTTP
Output 4.2 Knowledge sharing and stakeholders' engagement through	4.2.1 Number of agricultural research forums organized annually at national and zonal levels.	Agricultural research forums for internal program review organized annually at national and zonal levels	Number	9	10	RTRM Report	Documentary review	Annually	DRI

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
participation in research forum	4.2.2 Number of research institutions, academia, private sector, and policy stakeholders participating in agricultural research forums.	Stakeholders participating in agricultural research forums disaggregated by research institutions, academia, private sector, and policy makers	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DRI
	4.2.3 Number of research findings or innovations disseminated through locally organized agricultural research forums per year	Number of research findings or innovations disseminated through locally organized agricultural research forums per year	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
	4.2.3 Number of research findings or innovations disseminated through locally organized agricultural research forums per year	Number of research findings or innovations disseminated through locally organized agricultural research forums per year	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
Outcome 5 Improved evidence-based decision-making and performance management.	5.1 Proportion of programs or projects regularly reviewed based on performance monitoring results.	Proportion of programs or projects regularly reviewed based on performance monitoring results	%	TBD	100	AMEC Report	Documentary review	Annually	MPME
	5.2 Number of policy adjustments or programmatic changes made in response to M&E findings	Policy adjustments or programmatic changes made in response to M&E findings	Number	TBD	TBD	AMEC Report	Documentary review	Annually	MPME
	5.3 Percentage of M&E reports submitted on time and utilized in subsequent decision-making processes.	Proportion of M&E reports submitted on time and utilized in subsequent decision-making processes.	%	TBD	100	AMEC Report	Documentary review	Annually	MPME
	5.4 Level of satisfaction among stakeholders regarding the availability and relevant performance data.	Level of satisfaction among stakeholders regarding the availability and relevant performance data.	Scale	TBD	5	Field survey report	Field survey	Annually	MPME
	5.5 Number of staff demonstrating improved capacity in using data for evidence-based decision- making (based on pre- and post-training assessments).	TARI staff demonstrating improved capacity in using data.	Number	TBD	TBD	AMEC Report	Documentary review	Annually	MPME
Output 5.1 Digitalized Monitoring and evaluation system developed	5.1.1 Level of progress made in developing the Monitoring and evaluation system 0 Not Initiated, 1. Planning Stage, 2. Drafting Stage, 3.Finalization Stage, 4.Institutionalized, 5.Operationalized	Level of progress made in developing the Monitoring and evaluation plan	Scale	0	5	AMEC Report	Documentary review	Annually	MPME
	5.1.2 Number of staff oriented or trained on newly developed M&E systems and plan	TARI staff oriented or trained on newly developed M&E systems and plan	Number	0	TBD	AMEC Report	Documentary review	Annually	MPME
	5.1.3 Proportion of departments or units using the standardized M&E system for planning, monitoring, and reporting.	Proportion of departments or units using the standardized M&E system for planning, monitoring, and reporting.	%	0	100	AMEC Report	Documentary review	Annually	MPME
	5.1.4 Number of coordination meetings held to support the implementation and harmonization of M&E systems across departments.	Coordination meetings held to support the implementation and harmonization of M&E systems across departments.	Number	0	2	AMEC Report	Documentary review	Annually	MPME

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
Output 5.2 Institutional staff trained on M&E principles, data analysis, and performance reporting.	5.2.1 Number of training sessions/workshops conducted on M&E, data analysis, and results-based reporting.	Training sessions/workshops conducted on M&E, data analysis, and results-based reporting.	Number	1	20	AMEC Report	Documentary review	Annually	MPME
	5.2.2 Number of coaching sessions conducted to support application of M&E competencies.	Mentorship or coaching sessions conducted to support application of M&E competencies.	Number	0	20	AMEC Report	Documentary review	Annually	MPME
	5.2.3 Staff satisfaction score regarding the relevance and quality of M&E training received.	Staff satisfaction score regarding the relevance and quality of M&E training training.	Scale	0	5	Survey report	Survey	Annually	MPME
Output 5.3 Evaluation and operational research studies conducted to generate actionable evidence.	5.3.1 Number of evaluation studies (baseline, midline, end line, impact evaluations) conducted and completed.	Evaluation studies (baseline, midline, end line, impact evaluations) conducted and completed.	Number	0	3	Survey report	survey	Annually	MPME
	5.3.2 Number of research protocols or terms of reference (ToRs) developed, reviewed, and approved for evaluation or operational research.	Research protocols or terms of reference (ToRs) developed, reviewed, and approved for evaluation or operational research.	Number	0	TBD	RTRM Report	Documentary review	Annually	DRI
	5.3.3 Number of operational research studies conducted to address programmatic knowledge gaps	Number of operational research studies conducted to address programmatic knowledge gaps	Number	0	TBD	RTRM Report	Documentary review	Annually	DRI
	5.3.4 Percentage of planned evaluations and research studies completed within the reporting period.	Proportion of planned evaluations and research studies completed within the reporting period	%	TBD	100	RTRM Report	Documentary review	Annually	DRI
	5.3.5 Proportion of evaluation, research reports and policy briefs disseminated to relevant stakeholders.	Proportion of evaluation, research reports and policy briefs disseminated to relevant stakeholders	%	TBD	TBD	RTRM Report	Documentary review	Annually	DRI
	5.3.6 Number of stakeholder dissemination workshops or learning events held to present findings from evaluations or operational research	Number of stakeholder dissemination workshops or learning events held to present findings from evaluations or operational research	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DRI
Output 5.4 Periodic performance reports and knowledge products produced and disseminated.	5.4.1 Percentage of periodic performance reports (e.g., quarterly, annually) produced and submitted on time in accordance with the reporting schedule	Proportion of quarterly and annual performance reports produced and submitted on time	%	50	100	TARI Performance report	Documentary review	Quarterly	MPME
	5.4.2 Number of knowledge sharing products (e.g., policy briefs, fact sheets, learning notes, case studies) developed and disseminated	Knowledge products (e.g., policy briefs, fact sheets, learning notes, case studies) developed and disseminated	Number	TBD	TBD	RTRM Report	Documentary review	Annually	DTTP
	5.4.3 Number of dissemination events (e.g., learning forums, webinars, workshops) conducted to share performance findings and lessons learned	Number of dissemination events (e.g., learning forums, webinars, workshops) conducted to share performance findings and lessons learned	Number	1	5	RTRM Report	Documentary review	Annually	DTTP

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
Output 5.5 Digital platforms and dashboards developed	5.5.1 Level of progress made in developing Digital platforms 0 Not Initiated, 1. Planning Stage, 2. Drafting Stage, 3. Finalization Stage, 4. Institutionalized, 5.Operationalized	Level of progress made in developing Digital platforms	Scale	2	5	FAHR	Documentary review	Quarterly	HICT
	5.5.2 Level of progress made in developing Digital dashboards 0 Not Initiated, 1. Planning Stage, 2. Drafting Stage, 3. Finalization Stage, 4. Institutionalized 5.Operationalized	Level of progress made in developing Digital dashboards	Scale	2	5	FAHR	Documentary review	Quarterly	HICT
	5.5.3 Number of indicators integrated into the digital dashboards for real-time monitoring and reporting.	Dashboards for real- time monitoring and reporting integrated into indicators	Number	0	1	FAHR	Documentary review	Quarterly	HICT
	5.5.4 Frequency of updates made to the digital platforms and dashboards (e.g., monthly, quarterly).	Frequency of updates made to the digital platforms and dashboards (e.g., monthly, quarterly).	Number	0	20	RTRM Report	Documentary review	Annually	DTTP
	5.5.5 Number of users trained to navigate and utilize the digital platforms and dashboards effectively.	Users trained to navigate and utilize the digital platforms and dashboards effectively.	Number	0	904	FAHR	Documentary review	Quarterly	HICT
	5.5.6 User satisfaction score regarding the usability and functionality of the developed digital tools.	User satisfaction score regarding the usability and functionality of the developed digital tools.	%	0	100	FAHR	Documentary review	Quarterly	HICT
	5.5.7 Proportion of reports generated automatically from the dashboards or digital systems.	Reports generated automatically from the dashboards or digital systems.	%	0	100	FAHR	Documentary review	Quarterly	HICT
5.6 Gender is mainstreamed in technologies developed and disseminated	5.6.1 Proportion r of gender-responsive agricultural technologies	Female households receiving gender-responsive agricultural technologies	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DRI
	5.6.2 Number of youths trained in the use of gender-responsive agricultural technologies	Youths trained in the use of gender-responsive agricultural technologies	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DRI
	5.6.3 Number of gender- responsive agricultural technologies introduced to female-headed households	Gender-responsive agricultural technologies introduced to female- headed households	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DRI
	5.6.4 Number of youth-led agribusinesses provided with access to gender-inclusive agricultural technology platforms	Youth-led agribusinesses provided with access to gender-inclusive agricultural technology platforms	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DRI
Outcome 6 Enhanced institutional capacity to lead national agricultural research and development.	6.1 Number of agricultural research programs led or coordinated by TARI	Agricultural research programs both public and private coordinated by TARI.	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DRI
	6.2 Percentage of research staff with advanced qualifications (MSc, PhD) in relevant agricultural disciplines.	TARI research staff with advanced qualifications (MSc, PhD) in relevant agricultural disciplines.	%	TBD	TBD	FAHR	Documentary review	Quarterly	DAHR M

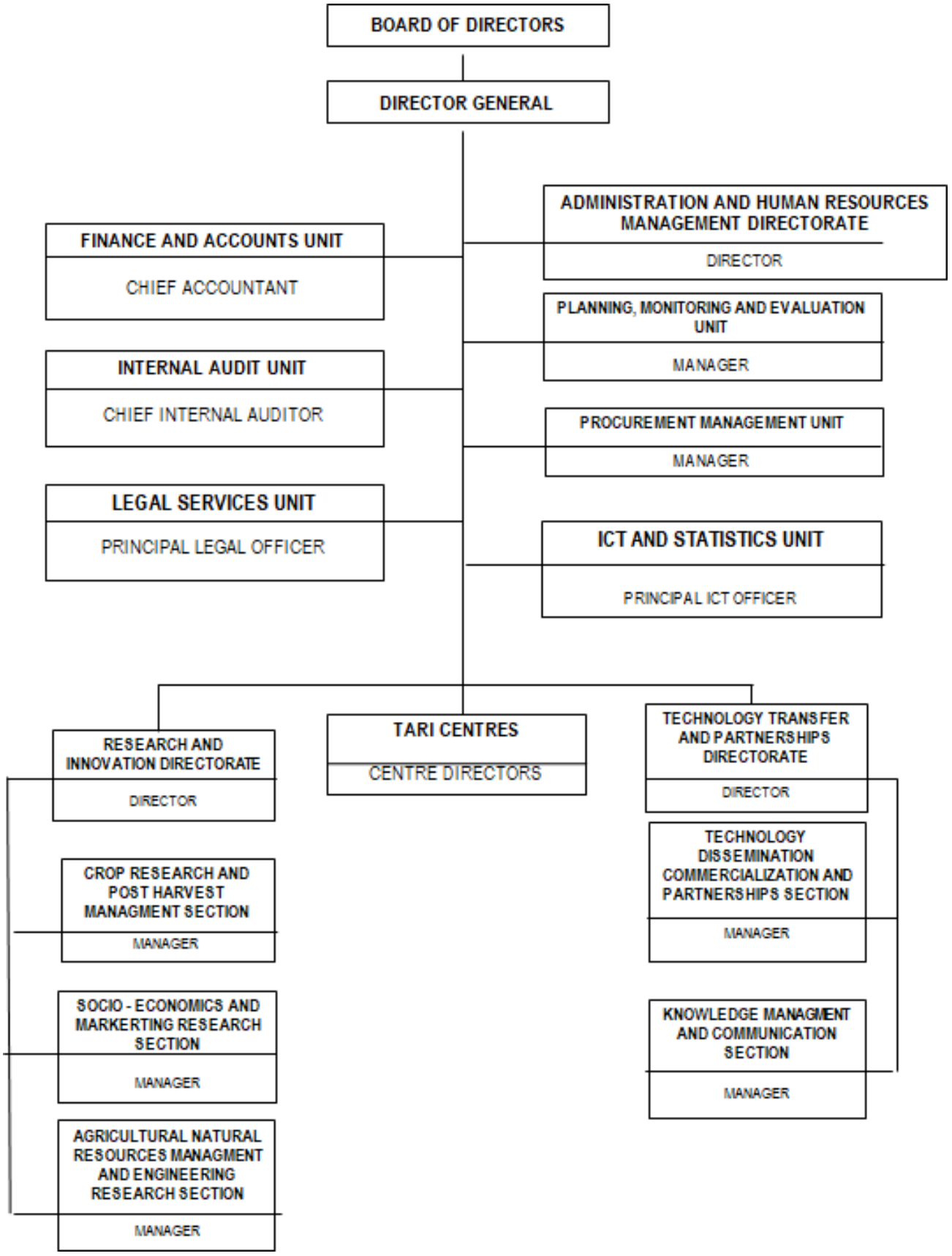
Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
	6.3 Percentage of institutional budget allocated to and effectively utilized for research and innovation activities.	Proportion of institutional budget allocated to and effectively utilized for research and innovation activities.	%	TBD	TBD	AMEC	Documentary review	Quarterly	MPME
	6.4 Level of satisfaction among stakeholders (e.g., government, farmers, private sector) regarding the institution leadership in agricultural research (measured via surveys).	Level of satisfaction among stakeholders (e.g., government, farmers, private sector) regarding the institution leadership in agricultural research (measured via survey).	Scale	0	5	Field survey report	survey	Annually	DRI
	6.5 Number of active strategic partnerships or collaborations with national and international research institutions.	Active strategic partnerships or collaborations with national and international research institutions.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	6.6 Number of manuscripts in peer review journal	Manuscript in peer review journal	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DRI
	6.7 Percentage of submitted proposals funded	Proportion of submitted proposals funded	%	TBD	TBD	RTRM	Documentary review	Annually	DRI
Output 6.1 Staff development programs implemented	6.1.1 Number of staff capacitated in areas of specialization	TARI staff trained in long- and short-term courses in areas of specialization.	Number	179	500	FAHR	Documentary review	Quarterly	DAHR M
	6.1.2. Percentage of staff provided with working tools	Proportion of staff provided with working tools	%	30	60	FAHR	Documentary review	Quarterly	DAHR M
	6.1.3 Percentage of administrative support services provided	Proportion of administrative support services provided.	%	60	90	FAHR	Documentary review	Quarterly	DAHR M
	6.1.4. Number of incentive scheme operationalized	Incentive scheme operationalized	Number	0	1	FAHR	Documentary review	Quarterly	DAHR M
Output 6.2 Research infrastructure upgraded	6.2.1 Number of office buildings constructed	TARI office buildings constructed.	Number	2	5	FAHR	Documentary review	Quarterly	DAHRM
	6.2.2 Number of TARI Centres with renovated office buildings	TARI Centres with renovated office buildings	Number	1	16	FAHR	Documentary review	Quarterly	DAHRM
	6.2.3. Number of residential houses constructed	TARI residential houses constructed	Number	4	10	FAHR	Documentary review	Quarterly	DAHRM
	6.2.4. Number of TARI Centres with renovated residential houses	TARI Centres with renovated residential houses	Number	1	16	FAHR	Documentary review	Quarterly	DAHRM
	6.2.5. Number of laboratories constructed	TARI laboratories constructed	Number	1	4	RTRM	Documentary review	Quarterly	DRI
	6.2.6. Number of seed storage facilities constructed or acquired	TARI seed storage facilities constructed or acquired	Number	0	5	Annual Performance Report	Documentary review	Annually	DRI
	6.2.7. Number of seed processing and grading facilities acquired	TARI seed processing and grading facilities acquired	Number	0	10	Annual Performance Report	Documentary review	Annually	DRI
	6.2.8. Area of research land under irrigation infrastructure	Area of research land under irrigation infrastructure	Hectares	838.5	5000	Annual Performance Report	Documentary review	Annually	DRI
	6.2.9. Number of farming equipment and implement	Number of farming equipment and implement	Number	15	68	Annual Performance Report	Documentary review	Annually	DRI
	6.2.10. Number of bioscience center constructed	TARI bioscience center constructed	Number	0	1	Annual Performance Report	Documentary review	Annually	DRI
	6.2.11. Number of gene bank constructed	TARI gene bank constructed	Number	0	1	Annual Performance Report	Documentary review	Annually	DRI
Output 6.3 Institutional planning systems strengthened.	6.3.1 Number of ISO Certificates acquired	ISO Certificates acquired by TARI accredited laboratory	Number	0	1	Annual Performance Report	Documentary review	Annually	DRI
	6.3.2. Number of audited financial reports	Audited financial reports	Number	5	10	Annual Performance Report	Documentary review	Annually	CA

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
	6.3.3. Number of legal expertise provided	Legal expertise provided	Number	60	300	Annual Performance Report	Documentary review	Annually	HLU
	6.3.4. Number of digital tools or system installed for institutional operation	TARI digital tools or system installed for institutional operation	%	0	100	Annual Performance Report	Documentary review	Annually	HICT
	6.3.5. Number of procurement plan implemented	TARI procurement plan implemented	Number	5	10	Annual Performance Report	Documentary review	Annually	MPMU
	6.3.6. Number of internal audit reports submitted	TARI internal audit reports submitted	Number	20	40	AMEC	Documentary review	Quarterly	CIA
	6.3.7. Number of proposals submitted to funding agencies	Proposal submitted to funding agencies	Number	15	45	Annual Performance Report	Documentary review	Annually	DRI
	6.3.8. TARI business unit formed and operationalized independent company	TARI business unit formed and operationalized transformed into independent company	Number	0	1	Annual Performance Report	Documentary review	Annually	DTTP
	6.3.9. Number of innovations approved for commercialization.	TARI innovations approved for commercialization	Number	0	5	RTRM	Documentary review	Annually	DRI
	6.3.10. Number of Client Service Charter (CSC) developed and approved	Client Service Charter (CSC) developed and approved	Number	0	1	FAHR	Documentary review	Annually	DAHR M
	6.3.11. Number of Business continuity plan (BCP) developed and approved	Business continuity plan (BCP) developed and approved	Number	0	1	RTRM	Documentary review	Annually	DRI
	6.3.12. Number of communication strategy reviewed and approved	Communication strategy reviewed and approved	Number	0	1	RTRM	Documentary review	Annually	DTTP
	6.3.13. Level of progress made of reviewing the policy framework 0 Not Initiated, 1. Planning Stage, 2. Drafting Stage, 3.Finalization Stage, 4.Institutionalized, 5.Operationalized	Level of progress made of reviewing the policy framework Operationalized	Scale	1	5	Annual Performance Report	Documentary review	Annually	DTTP
	6.3.14. Level of progress made of reviewing risk management framework 0 Not Initiated, 3. Planning Stage, 4. Drafting Stage, 3.Finalization Stage, 4.Institutionalized, 5.Operationalized	Level of progress made of reviewing risk management framework Operationalized	Scale	1	5	Annual Performance Report	Documentary review	Annually	CIA
Outcome 7: Improved institutional knowledge management for adequate documentation, access, and dissemination of research outputs.	7.1 Number of research outputs systematically documented and stored in institutional knowledge repository.	Research outputs systematically documented and stored in institutional knowledge repository	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DTTP
	7.2 Number of users accessing institutional knowledge management platforms for research data and outputs	Users accessing institutional knowledge management platforms for research data and outputs	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DTTP
	7.3 Proportion of departments or units regularly updating their knowledge assets in the institutional repository	Proportion of departments or units regularly updating their knowledge assets in the institutional repository	%	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.4 Proportion of staff trained and actively using the knowledge management system for documentation and dissemination.	Proportion of staff trained and actively using the knowledge management system for documentation and dissemination.	%	TBD	TBD	RTRM	Documentary review	Quarterly	DTTP

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
	7.5 Frequency of updates to the digital knowledge management system to reflect current research outputs.	Number of times digital knowledge management system has been updated	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.6 Number of external stakeholders (e.g., researchers, policymakers, practitioners) accessing institutional knowledge resources.	Number of external stakeholders accessing institutional knowledge resources.	Number	TBD	TBD	RTRM	Documentary review	Quarterly	DTTP
	7.7 Number of users accessing and utilizing knowledge-sharing portals disaggregated by stakeholder category (e.g., researchers, extension agents, policymakers, farmers).	Number of users accessing and utilizing knowledge-sharing portals disaggregated by stakeholder category	Number	0	TBD	FAHR	Documentary review	Quarterly	HICT
Output 7.1 Comprehensive Knowledge Management Strategy formulated to enhance institutional knowledge capture and utilization	**7.1.1** Level of progress made in developing the Comprehensive Knowledge Management Strategy formulated 0 Not Initiated, 1. Planning Stage, 2. Drafting Stage, 3..Finalization Stage, 4.Institutionalized, 5.Operationalized	**Level of progress made in developing the Comprehensive Knowledge Management Strategy**	Scale	0	5	RTRM	Documentary review	Quarterly	DTTP
Output 7.2 Institutional knowledge module integrated within and across departments and research units.	7.2.1 Number of departmental and research unit module linked to the central institutional knowledge management system.	Departmental and research unit module linked to the central institutional knowledge management system.	Number	0	20	Annual Performance Report	Documentary review	Annually	HICT
	7.2.2 Number of research outputs and knowledge products uploaded to the integrated module.	Research outputs and knowledge products uploaded to the integrated module.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.2.3 Number of staff trained in using the integrated knowledge module system.	Staff trained in using the integrated knowledge module system	Number	0	904	Annual Performance Report	Documentary review	Annually	HICT
Output 7.3 Staff trained on knowledge documentation, digital archiving, and dissemination tools.	7.3.1 Number of staff trained on knowledge documentation, digital archiving, and dissemination tools	Staff trained on knowledge documentation, digital archiving, and dissemination tools	Number	0	TBD	RTRM	Documentary review	Annually	DTTP
	7.3.2 Percentage of targeted staff who complete the training on knowledge management practices.	Proportion of targeted staff who complete the training on knowledge management practices.	%	0	TBD	RTRM	Documentary review	Annually	DTTP
	7.3.3 Number of training sessions or workshops on documentation and digital archiving conducted.	Training sessions or workshops on documentation and digital archiving conducted.	Number	0	TBD	RTRM	Documentary review	Annually	DTTP
	7.3.4 Proportion of departments with at least one staff member trained in knowledge management.	Proportion of departments with staff member trained in knowledge management.	%	0	TBD	RTRM	Documentary review	Annually	DTTP
Output 7.4 Institutional knowledge sharing events and dissemination platforms established and	7.4.1 Number of institutional knowledge sharing events (e.g., learning forums, seminars, webinars, and policy dialogues) conducted annually.	Institutional knowledge sharing events conducted annually.	Number	5	35	RTRM	Documentary review	Annually	DTTP

Results Level	Indicator	Indicator Description	Unit	Baseline (2025)	Target (2030)	Data source	Data collection method/Tool	Frequency	Responsible personnel
maintained.	7.4.2 Number of knowledge dissemination platforms (e.g., websites, portals, bulletin boards, and social media) developed.	Knowledge dissemination platforms developed.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.4.3 Percentage of knowledge sharing events conducted as planned in the institutional calendar.	Proportion of knowledge sharing events conducted as planned in the institutional calendar.	%	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.4.4 Number of participants (disaggregated by gender, department, and stakeholder group) attending knowledge sharing events.	Participants (disaggregated by gender, department, and stakeholder group) attending knowledge sharing events.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.4.5 Number of knowledge products disseminated through institutional platforms (e.g., reports, briefs, toolkits).	Knowledge products disseminated through institutional platforms	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.4.6 Number of staff or departments contributing content to knowledge sharing events or platforms.	Number of staff or departments contributing content to knowledge sharing events or platforms.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
Output 7.5 Knowledge sharing partnerships with external research and policy institutions formalized.	7.5.1 Number of formal agreements (e.g., MoUs, partnership frameworks) signed with external research and policy institutions.	Formal agreements signed with external research and policy institutions.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.5.2 Number of joint knowledge-sharing initiatives or events conducted with partner institutions.	Joint knowledge-sharing initiatives or events conducted with partner institutions.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.5.3 Number of collaborative knowledge products (e.g., policy briefs, research reports, technical papers) developed through partnerships	Number of collaborative knowledge products developed through partnerships.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.5.4 Proportion of institutional departments engaged in at least one external knowledge-sharing partnership.	Proportion of institutional departments engaged in at least one external knowledge-sharing partnership.	%	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.5.5 Number of capacity-building or technical exchange activities implemented through formal partnerships.	Capacity-building or technical exchange activities implemented through formal partnerships.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.5.6 Number of partner institutions contributing content to institutional knowledge platforms.	Partner institutions contributing content to institutional knowledge platforms.	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
Output 7.6 Knowledge-sharing portals developed	7.6.1 Number of institutional knowledge-sharing portals developed	Institutional knowledge-sharing portals developed	Number	1	1	FAHR	Documentary review	Annually	HICT
	7.6.2 Number of research publications, policy briefs, and technical documents uploaded	Research publications, policy briefs, and technical documents uploaded	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
	7.6.3 Frequency of content updates and uploads on the portal on quarterly.	Frequency of content updates and uploads on the portal	Number	TBD	TBD	RTRM	Documentary review	Annually	DTTP
TBD: Baseline data to be determined after baseline survey which will be conducted immediately after publication of TARI SP									

Annex 3: TARI Organization Structure



Annex 4: A detailed budget breakdown

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target				
				2025/26	2026/27	2027/28	2028/29	2029/30
A	Improve prevention and support services for HIV/AIDS AND NCDs among employees	1	Institutional awareness initiatives on HIV/AIDS and NCDs implemented by 2030	78,160,000	80,504,800	82,919,944	85,407,542	87,969,769
		2	Institutional employee wellness programs operationalized by 2030	61,360,000	63,200,800	65,096,824	67,049,729	69,061,221
			Subtotal	**139,520,000**	**143,705,600**	**148,016,768**	**152,457,271**	**157,030,989**
B	Promote transparency and accountability at the workplace	3	Ethics and anti-corruption frameworks operationalized by June 2030	60,160,000	61,964,800	63,823,744	65,738,456	67,710,610
		4	Audit and compliance systems strengthened by June 2030	100,000,000	103,000,000	106,090,000	109,272,700	112,550,881
		5	Institutional staff trained in governance principles and best practices by June 2023	65,600,000	67,568,000	69,595,040	71,682,891	73,833,378
			Subtotal	**225,760,000**	**232,532,800**	**239,508,784**	**246,694,048**	**254,094,869**
C	Promote the adoption of demand-driven climate-smart technologies, innovations, and practices for accelerating agricultural growth.	6	Climate-smart technologies developed and validated by June 2030	9,805,566,000	10,099,732,980	10,402,724,969	10,714,806,718	11,036,250,920
		7	Climate-smart agricultural demonstration plots set up and operationalizedby June 2030	4,455,536,800	4,589,202,904	4,726,878,991	4,868,685,361	5,014,745,922
		8	Demonstration plots established to showcase recommended agricultural technologies by June 2030	3,542,966,000	3,649,254,980	3,758,732,629	3,871,494,608	3,987,639,447
		9	Dissemination materials produced and disseminated by June 2030	3,553,346,000	3,659,946,380	3,769,744,771	3,882,837,115	3,999,322,228
		10	Plant Genetic Resource Conservation and Seed multiplication implemented by June 2030	4,416,566,667	4,549,063,667	4,685,535,577	4,826,101,644	4,970,884,693
		11	Packaged technologies, innovations and practices documented and disseminated by June 2030	3,802,366,667	3,916,437,667	4,033,930,797	4,154,948,721	4,279,597,182
			Subtotal	**29,576,348,133**	**30,463,638,577**	**31,377,547,735**	**32,318,874,167**	**33,288,440,392**
D	Strengthen mechanisms that partnership, agricultural technology dissemination, and knowledge sharing for wider adoption	12	Stakeholder platforms created by June 2030	822,800,000	847,484,000	872,908,520	899,095,776	926,068,649
		13	Agricultural research forums conducted by June 2030	516,000,000	531,480,000	547,424,400	563,847,132	580,762,546
			Subtotal	**1,338,800,000**	**1,378,964,000**	**1,420,332,920**	**1,462,942,908**	**1,506,831,195**
E	Promote socio-economic, policy, and marketing research for evidence-based policymaking across commodity value chains	14	Monitoring and evaluation plan and systems developed and institutionalized by June 2030	875,440,000	901,703,200	928,754,296	956,616,925	985,315,433
		15	Institutional staff trained on M&E principles, data analysis, and performance reporting by June 2030	535,674,000	551,744,220	568,296,547	585,345,443	602,905,806
		16	Evaluation and operational research studies conducted to generate actionable evidence by June 2030	969,468,000	998,552,040	1,028,508,601	1,059,363,859	1,091,144,775
		17	Periodic performance reports and knowledge products produced and disseminated by June 2023	485,440,000	500,003,200	515,003,296	530,453,395	546,366,997
		18	Digital platforms and dashboards developed by June 2030	245,490,000	252,854,700	260,440,341	268,253,551	276,301,158
			Subtotal	**3,111,512,000**	**3,204,857,360**	**3,301,003,081**	**3,400,033,173**	**3,502,034,168**
F	Strengthen institutional capacity for effective mandate execution and leadership in national agricultural research and development.	19	Staff development programs implemented by June 2030	10,463,400,396	10,777,302,408	11,100,621,480	11,433,640,125	11,776,649,328
		20	Research infrastructure upgraded by June 2030	68,463,200,584	70,517,096,602	72,632,609,500	74,811,587,785	77,055,935,418
		21	Institutional planning systems strengthened by June 2030	6,463,000,775	6,656,890,798	6,856,597,522	7,062,295,448	7,274,164,311
			Subtotal	**85,389,601,755**	**87,951,289,808**	**90,589,828,502**	**93,307,523,357**	**96,106,749,058**
G	Strengthen institutional knowledge management for enhanced learning, innovation, and policy influence.	22	Comprehensive Knowledge Management Strategy formulated to enhance institutional	531,900,000	547,857,000	564,292,710	581,221,491	598,658,136
		23	Institutional knowledge repositories integrated within across departments and research units by June 2030	315,550,000	325,016,500	334,766,995	344,810,005	355,154,305
		24	Staff trained on knowledge documentation, digital archiving, and dissemination tools by June 2030	306,200,000	315,386,000	324,847,580	334,593,007	344,630,798
		25	Institutional knowledge sharing events and dissemination platforms established and maintained by June 2030	460,728,236	474,550,083	488,786,585	503,450,183	518,553,688
		26	Knowledge sharing partnerships with external research and policy institutions formalized by June 2023	320,040,000	329,641,200	339,530,436	349,716,349	360,207,840
		27	Knowledge-sharing portals developed by June 2030	206,740,000	212,942,200	219,330,466	225,910,380	232,687,691
			Subtotal	**2,141,158,236**	**2,205,392,983**	**2,271,554,772**	**2,339,701,415**	**2,409,892,458**
			Grand Total	**121,922,700,124**	**125,580,381,128**	**129,347,792,562**	**133,228,226,338**	**137,225,073,129**

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