

*The Executive Agencies Act (The National Food Reserve Agency)  
(Establishment) Amendment*

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GOVERNMENT NOTICE NO. 120 published on 15/4/2016

THE EXECUTIVE AGENCIES ACT  
(CAP.245)

**ORDER**

*(Made under section 3)*

THE EXECUTIVE AGENCIES ACT (THE NATIONAL FOOD RESERVE AGENCY)  
(ESTABLISHMENT) AMENDMENT ORDER, 2016

Citation and  
commencement

**1.** This Order may be cited as the Executive Agencies Act (The National Food Reserve Agency) (Establishment) Amendment Order, 2016 and shall be read as one with the Executive Agencies Act (The National Food Reserve Agency) (Establishment) Order, 2008 herein after referred to as the “principal Order”.

Amendment of the  
Schedule

**2.** The Schedule to the principal Order is deleted and replaced with the following:

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(Establishment) Amendment*

*G.N. No. 120 (contd.)*

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SCHEDULE  
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*(Made under section 3)*  
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THE NATIONAL FOOD RESERVE AGENCY (NFRA)  
FRAMEWORK DOCUMENT

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LIST OF ABBREVIATIONS

CPSS	Crops Performance Surveillance System
FAO	Food and Agriculture Organization
FSD	Food Security Department
ICT	Information Communications Technology
MAB	Ministerial Advisory Board
NFRA	National Food Reserve Agency
NMC	National Milling Corporation
OPRAS	Open Performance Review and Appraisal System
PMU	Procurement Management Unit
PO-PSM	President's Office Public Service Management
SGR	Strategic Grain Reserve

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**FOREWORD**

For the purposes of ensuring national food security, the Government of Tanzania established the National Food Reserve Agency (NFRA) through Government Notice No. 81 of 2008. NFRA started its operation effectively from 1st July, 2008 as an Executive Agency under the Ministry responsible for Agriculture.

The Agency was formed from the Strategic Grain Reserve (SGR) with the aim of maintaining a national optimal level of food reserve to address local food shortage and respond to immediate emergencies caused by drought or flood, or by such other natural disaster. NFRA is mandated to guarantee national food security by procuring, reserving and releasing strategic food stocks in an efficient and cost effective manner. NFRA acts as a macro-economic stabilizer for food grown in the country, especially grains which are the nation's staple crop. The Agency has been providing market access for rural based smallholder farmers by maintaining a sustainable national strategic food reserve. The Agency's operations are decentralised with Zonal Offices in each agro-ecological zone.

Since its establishment, the roles of NFRA have significantly improved and contributed to attaining agricultural production and productivity in the country. Nevertheless NFRA is challenged to ensure equitable access to a safe and sufficient food to the increasing population which is estimated to increase to around 80 million over the next 20 years. On the other hand, Government expectations to NFRA are high and thus NFRA had to re-look on the way it conducts its business, how its operating systems and structures are aligned to the current and future needs of the country in relation to food security.

As part of addressing these challenges and in order to meet the Government expectations, NFRA has decided to review its original Framework document which grants the mandates, structure and scope of its operations with high expectation that NFRA will execute its plans efficiently. Therefore, this reviewed Framework stimulates innovation and provides focus on how NFRA should operate in a modern way in order to improve its contribution to food security in the country. I urge NFRA Management and the entire staff to be proactive and responsive in executing NFRA's plans as stipulated in this instrument and the developed structure.

Dar es Salaam  
24<sup>th</sup> March, 2016

MWIGULU LAMECK NCHEMBA,  
*Minister of Agriculture Livestock and Fisheries*

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## **1.0 INTRODUCTION**

The origin of the National Food Reserve Agency (NFRA) goes back to the drought of 1973 – 1975 when Tanzania was hit by an acute food shortage. The country was unable to meet its food requirements and had to depend on imports and food aid.

The disaster made the Government realize the importance of establishing a food reserve organ and the need to have sustainable solution to the problem. The Government sought a technical assistance from the Food and Agriculture Organization (FAO) of the United Nations which, in response to the request, constituted a Food Review Mission (FSRM) IN 1976. The Mission recommended the establishment of two units, the Crops Performance Surveillance System (CPSS), and the Strategic Grain Reserve (SGR), to be based in the Ministry of Agriculture and Cooperatives. SGR was put under the National Milling Corporation (NMC).

SGR remained under NMC until 1991 when the status of NMC was reviewed in line with the privatization of the parastatal organizations. It was decided that the Strategic Grain Reserve be separated from NMC which was placed under divestiture.

In 1991, by Act No. 10 of Parliament, SGR was made a Section of the Food Security Department (FSD). In 2002, SGR was separated from FSD and became a Unit.

The objectives of SGR at the time of its formation were:-

- (i) Procurement and storage of 150,000MT of emergency Maize, sufficient to address a food shortage for three (3) month period during which, it was expected that food imports would be ordered and secured.
- (ii) Annual release of maize stocks to address disasters.
- (iii) Stock recycling and stock release to stabilize food prices in the market.

The third objective was never achieved due to budget constraints and the control of the food markets which allowed participation of private traders in food marketing.

As part of the Public Service Reforms, SGR was transformed to an Executive Agency called “NATIONAL FOOD RESERVE AGENCY “(NFRA)” under the Ministry of Agriculture Food Security and Cooperatives which is currently known as Ministry of Agriculture Livestock and Fisheries. The major roles of the Agency are to procure, reserve food stocks and respond to food shortages in the country.

NFRA as an Executive Agency needs to operate in a businesslike manner at the same time not losing its service provision requirements. Therefore, the Agency has put in place the right business development strategies, business plans and marketing strategies which can address its current and future needs. Further to that an Investment Plan has been developed to guide the Agency to invest in viable projects majority being on storage facilities and income generating projects for the Agency to generate more revenue.

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The Agency storage capacity has increased from 150,000MT during NFRA establishment to more than 240,000MT. With the developed investment plan; the Agency envisages to procure and store food stock of more than 700,000MT in the next five years. The Agency aim to increase food stock is to ensure the required amount is sufficient to address any food shortage for three (3) months period. The Agency will develop mechanisms to enable it to trade on any excess of food stock after guaranteeing food availability in the country in case of shortage.

With the envisaged business expansion the Agency is bound to increase its human resource base to manage well the Agency's business. Likewise the establishing Act, (the Executive Agencies Act No. 30 of 1997) has been amended whereas issues related to Ministerial Advisory Board and Chief Executive terms of service were reviewed.

The new perspectives and the need for the Agency to operate in a more businesslike manner have called for the review of this Framework to explicitly expand the scope and mandates of the Agency's operations. The review has been done to the Framework and the associated organization structure to make sure the Agency operate smoothly and meet the new perspectives for the Agency to be more independent in its operations.

## **2.0 STATUS AND GOVERNANCE**

### ***2.1 Declaration of Agency Status***

With effect from 1st July, 2008 the Order of establishing National Food Reserves Agency (NFRA) as an Executive Agency under the Ministry responsible for Agriculture, in accordance with the Executive Agencies Act No. 30 of 1997 came into force. The Agency replaced the Strategic Grain Reserve Unit.

NFRA has been established to achieve the objective of maintaining a national optimal level of food reserve to address local food shortages and respond to immediate emergency food requirements.

### ***2.2 Governance***

The Permanent Secretary responsible for Food Security shall oversee the implementation of the Ministerial Policies by NFRA. The Chief Executive shall be appointed by the Minister responsible for Food Security for a term of not exceeding five years or as may be specified in the instruments of the appointment. The Chief Executive shall be head of the Agency. There shall be a Ministerial Advisory Board to advice on matters pertaining to efficient and effective performance of the Agency.

There shall be a Ministerial Advisory Board (MAB) that will advise the Minister on the direction and performance of NFRA.



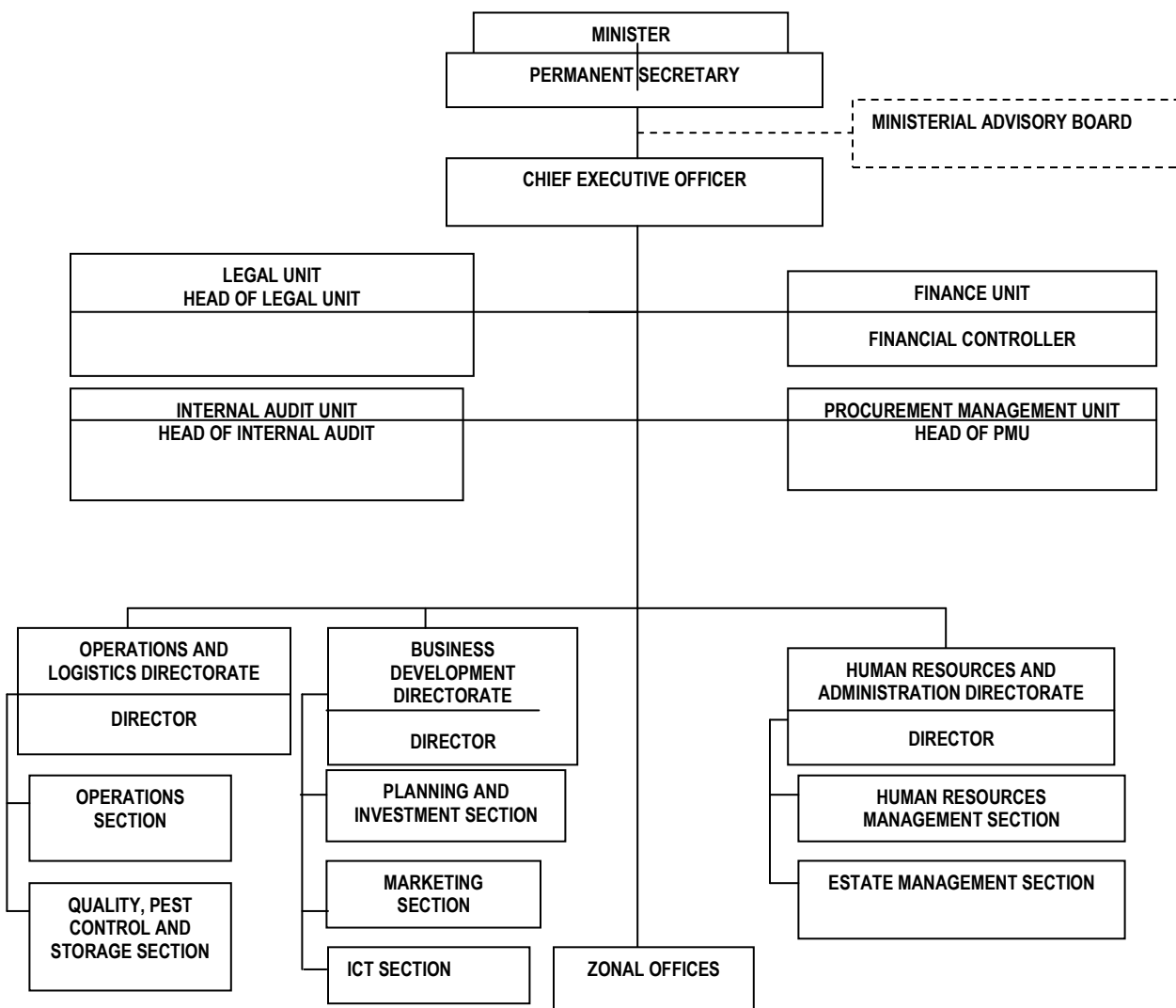
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**2.3 Organization Structure**

The Minister of State, President’s Office Public Service Management vide letter no. CBA.12/248/01/10 dated 9th January 2015 approved the organization structure and functions of NFRA. The Chief Executive is assisted by three Directors, four Heads of Units and Zonal Managers. The Chief Executive, Directors, Heads of Units and Section Managers will constitute the Management Team of the Agency.

The approved Organization Structure of NFRA is as follows:



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**2.4. FUNCTIONS OF DIRECTORATES AND UNITS**

**2.4.1 Directorate of Operations and Logistics**

The main function of the Directorate is to manage all operations and logistics activities related to food stocks procurement; storage; and re-cycling. The Directorate will be led by a Director and will have two Sections namely:

- (i) Operations Section; and
- (ii) Quality, Pest Control and Storage Section.

**2.4.2 Directorate of Business Development**

The main function of the Directorate is to manage the Agency's planning, investment, marketing functions and information communication technology. The Directorate will be led by a Director and will have three Sections namely:

- (i) Planning and Investments;
- (ii) Marketing; and
- (iii) Information Communication Technology Sections.

**2.4.3 Directorate of Human Resources and Administration**

The main function of the Directorate is to provide expertise and support on Agency human resources, estate management and administrative matters. The Directorate will comprise of two Sections namely:

- (i) Human Resources Management; and
- (ii) Estates Management.

**2.4.4 Finance Unit**

The main function of the Unit is to provide advice on financial management and accounting services for the Agency. Specifically the Unit will perform the functions related to maintenance of accounting systems, implement and review internal financial regulations and accounting manuals; manage all financial matters such as costing, pricing and management of accounts and Cash Flow Plans in accordance with approved action plans of the Agency.

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**2.4.5 Internal Audit Unit**

The Unit is responsible for provision of expertise and services on auditing and proper management of resources to the Agency. The Unit will perform other functions related to proper control and utilization of all financial resources of the Agency; safeguard assets of the Agency; and assisting management in the implementation of recommendations made by the Controller and Auditor General;

**2.4.6 Legal Unit**

The Unit is responsible for the provision of legal expertise and services to the NFRA. The Unit will perform other functions related to Agency's legal matters; legal assistance in the preparation of legal opinions, studies, reports and correspondences; and liaise with the Attorney General on NFRA's legal matters;

**2.4.7 Procurement Management Unit**

The Unit is responsible to provide expertise and services in procurement, storage and supply of goods and services for NFRA. Specifically the functions of the Unit are those related to the management of procurement activities, Plan the procurement and disposal by tender activities of the Agency; advice and provide support to the Agency on functioning of Tender Board, Prepare advertisements of tender opportunities; and coordinate the procurement and disposal activities of all the Directorates of the Agency.

**2.4.8 Zone offices**

The Zone Offices will perform functions related to procurement, release and recycling of food stocks, manage human resources, maintain storage facilities and undertake storage of food stocks.

**2.5 Review of the Organization Structure**

The Agency's Organization structure may be reviewed when need arises. The Chief Executive Officer through the Permanent Secretary and Ministerial Advisory Board (MAB); shall advise the Minister on changes required.

**3.0 AIM, VISION, MISSION, ROLES AND OBJECTIVES**

**3.1 Aim**

The National Food Reserve Agency aims at guaranteeing national food security by addressing food shortages through procuring reserving and releasing food stocks efficiently and reliably.

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### **3.2 Vision**

The Vision of NFRA is to be “an institution capable of responding timely to food shortages in Tanzania by 2020”.

### **3.3 Mission**

The mission of NFRA is “to guarantee national food security by procuring, reserving and re-cycling strategic food stock in an efficient and cost effective manner”.

### **3.4 Objectives**

In pursuing the aims, vision and mission NFRA will work towards achieving the following objectives to:-

- (i) maintain a national optimal level of food reserve for the country;
- (ii) procure, reserve and release food stocks in a cost effective manner;
- (iii) market food commodities and services in order to generate revenue; and
- (iv) modernize storage facilities, plants, equipments, management and operational systems.

## **4.0 PERFORMANCE CRITERIA**

The Ministry shall regularly assess the performance of NFRA based on Strategic Objectives and targets set by the Agency. Assessment will be based on performance audit and regular performance reports submitted to the Minister and in that regard; particular attention will be paid to the following areas:

### **4.1 Quality of Service and Commodities**

- (i) NFRA will provide food commodities of high quality;
- (ii) compliance with National and International Obligations;
- (iii) in-house Monitoring & Evaluation System for improvement of service and effective feedback; and
- (iv) timely delivery of food commodity.

### **4.2 Operational Efficiency**

NFRA will strive to achieve:

- (i) effective use of ICT in all areas of Agency to raise productivity levels;
- (ii) improvement of Cost: Revenue Ratio;
- (iii) use of best and transparent internal procedures for procurement of goods and services; and
- (iv) timely delivery of required services and reports.

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**4.3 Financial Performance**

NFRA will strive to achieve

- (i) clean Audit Reports;
- (ii) accurate and timely production of financial reports;
- (iii) effectiveness and transparency of procurement and stock control systems;
- (iv) increased level of Investments; and
- (v) prompt collection of all revenues.

**5. 0 RESPONSIBILITIES**

**5.1 Responsibilities of the Minister**

The Minister responsible for Food Security is responsible for determining the Policy framework and the boundaries within which NFRA operates and financial resources that are to be made available to the Agency. The Minister shall be responsible for general direction and control of the Agency and shall have the general responsibility of organizing carrying out and encouraging measures for development of NFRA.

The Minister shall not be involved in day to day management of NFRA. However, the Chief Executive may consult the Minister on handling of operational matters that are likely to give rise to significant public or parliamentary concern.

The Minister is responsible for appointing the Chief Executive, Chairman of the Board and members of the Ministerial Advisory Board for the Agency. Furthermore, the Minister shall be responsible for ensuring that the Government and the Public derive maximum benefits from the creation and performance of the Agency.

The Minister shall hold a meeting with the Ministerial Advisory Board at least once a year so as to deliberate on matters of concern to the Agency.

**5.2 Responsibilities of the Permanent Secretary.**

The Permanent Secretary of the Ministry responsible for Agriculture, being the Principal Accounting Officer, has the overall responsibility on matters related to voted funds. In relation to NFRA, the Permanent Secretary will:-

- (i) Ensure that the Chief Executive is empowered accordingly to make sure that services expected from him are duly delivered;
- (ii) Ensure that boundaries in which the Agency is expected to operate are clearly defined and understood;
- (iii) Create and maintain the strategic interface that will enable the Chief Executive exercise his mandate to deliver the expected service and outputs;

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- (iv) Approve achievable, yet challenging key targets and agreed budgets and plans;
- (v) Enter into performance contract as per Government directives;
- (vi) Participate and facilitate the selection of the Chief Executive;
- (vii) Provide the Agency with resources to match the level of services required;
- (viii) Ensure that the delegations and flexibilities required by the Chief Executive are provided;
- (ix) Monitor and measure the performance of the agency;
- (x) Ensure that the Agency works in line with the Government's objectives for its establishment; and
- (xi) Meet with the Management at least twice a year so as to deliberate on matters of concern to the Agency.

***5.3 Responsibilities of the Chief Executive***

The Chief Executive is responsible for managing NFRA within the terms of this Framework Document, Establishment Order, and the Executive Agencies Act No. 30 of 1997 (CAP 245) and its Regulations. The Chief Executives is the Agency's Accounting Officer and shall be specifically responsible for:

- (i) The preparation and implementation of approved Strategic and other Plans;
- (ii) Organizing and managing the assets of the Agency efficiently effectively, and in accordance with Government policies and principles;
- (iii) The setting of prices for food commodities and services with due regard to prevailing market forces;
- (iv) Managing re-cycling and relocations of food stocks;
- (v) The preparation and submission of performance reports to relevant Authorities;
- (vi) Appointment, development and effective management of the NFRA employees in Accordance with the Executive Agencies Act (CAP. 245) and its Regulations, the Public Service Act (CAP. 298) and its amendments and its Regulations;
- (vii) Representing the NFRA in international forums;
- (viii) Secretary to the Ministerial Advisory Board (MAB);
- (ix) Providing advice, as required, on all matters which fall within his/her responsibilities; and
- (x) Establish cost effective methods of procuring, reserving and recycling food commodities.

***5.4 Responsibilities of the Ministerial Advisory Board***

The Ministerial Advisory Board (MAB) shall give advice to the Minister on the following:

- (i) The development and maintenance of a policy framework;

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- (ii) The acceptability of the Chief Executive's Strategic and business plans and associated budgets;
- (iii) Setting of priorities and annual performance targets for the Agency;
- (iv) The evaluation of NFRA'S performance; and
- (v) Any other matters provided for under the Executive Agency's Act (CAP 245) and subsequent amendments.

The Ministerial Advisory Board shall be chaired by a person appointed by the Minister from outside the Ministry in which the Agency is established. The Board shall hold its meetings quarterly in each financial year. The Board may hold an Extra Ordinary meeting to deliberate on the Controller and Auditor General Report or any other urgent matter. The Chief Executive shall be the Secretary of the Ministerial Advisory Board.

## **6.0 ACCOUNTABILITY**

### ***6.1 Accounting Officer's Accountabilities***

The Permanent Secretary who is the Principal Accounting Officer for the Ministry, as such shall be responsible for ensuring effective and efficient management of finances and other resources allocated to NFRA.

The Chief Executive is the NFRA Accounting Officer, and is therefore accountable for ensuring the propriety and regularity of revenue and expenditure, as well as their prudent and economical administration. He shall ensure that the Agency's financial regulations and accounting manual adhere to the requirements of the Public Finance Act of 2001.

The Chief Executive shall be responsible for establishing proper management systems including those relating for finance, accounting and human resources on basis of guidance issued by the Ministry of Finance and President's Office-Public Service Management (PO-PSM) and shall also put into effect the recommendations acceptable by the Government from the Public Accounts and other Parliamentary Committees.

### ***6.2 Public Accounts Committee***

The Permanent Secretary of the Ministry and NFRA Chief Executive may be required to appear before the Public Accounts Committee on matters relating to NFRA. When the committee's interest is in the operations of NFRA, the Minister will normally regard the Chief Executive as the person best placed to appear.

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**6.3 Parliamentary and Other Inquiries**

The Chief Executive shall work closely with the Minister to prepare replies to questions raised by the members of Parliament which fall within the responsibilities of NFRA. The Chief Executive Officer shall also advise the Minister on the Parliamentary matters as requested.

**7.0 FINANCE, PLANNING AND STRATEGIC CONTROL**

**7.1 Funding**

NFRA's financial resources will be generated from:

- (i) sales of food commodities;
- (ii) charges for services rendered;
- (iii) Government subventions;
- (iv) loans from financial institutions;
- (v) partnership with Private Sector; and
- (vi) grants from development partners.

The Expenditures of NFRA will be subject to monthly, quarterly and annual monitoring and review.

**7.2 Strategic Plan**

The Strategic Plan shall cover a five year term and be rolled forward and up-dated as need arises. In addition, there shall be a Mid Term Review of the Plan. The Plan shall reflect the outcome of the review of performance and expenditure, and shall clearly set out the following:-

- (i) the strategies for achieving NFRA's aim and objectives;
- (ii) strategic Performance Targets;
- (iii) an assessment of external factors including key assumptions, which influence the NFRA'S performance;
- (iv) a capital expenditure program; and
- (v) efficiency objectives and business plans.

**7.3 Business Plan**

The Business Plan will set out in more details NFRA activities for each year of the Strategic Plan period and will include:-

- (i) priorities and performance targets;
- (ii) budgets, including estimated profiles of revenue and expenditure;
- (iii) the work programs and activities;
- (iv) the key assumptions which include resources that are crucial for achieving performance targets;
- (v) efficiency plan entailing initiatives to include performance, value for money and quality of service; and
- (vi) Annual Procurement Plan.



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**7.4 Approval**

The Chief Executive shall submit the Strategic and Business Plans to the MAB and thereafter to the Permanent Secretary for approval. Approval of these plans will constitute authority for NFRA to conduct its budgeted operations accordingly without undue references and interference from the Ministry. The Chief Executive may seek to review the Business Plan in the course of the year to reflect changes in policies, resources or priorities. Such review shall be tabled to the MAB and thereafter to the Permanent Secretary for endorsement of the changes.

**7.5 Annual Reports**

The Chief Executive shall submit quarterly, semiannual and annual reports including Financial Statements to the MAB and thereafter to the Permanent Secretary. The Annual reports shall be published and circulated to relevant authorities, and shall contain:-

- (i) a copy of the audited financial accounts of NFRA together with Auditor's report on those accounts;
- (ii) a report on the performance against key targets;
- (iii) a report on the operations of NFRA during the financial year; and
- (iv) any other information as may be required by relevant Authorities.

The annual report will also contain the annual performance agreement/contract in terms of OPRAS between the Permanent Secretary and the Chief Executive.

**7.6 Financial Delegation**

The Chief Executive has the authority to approve all expenditures which are consistent with the approved Strategic and Business Plans and which are in accordance with his letter of delegation.

The Chief Executive shall ensure that appropriate investment appraisal of all capital expenditures projects are carried out taking into accounts the guidance of the Parent Ministry, Ministry of Finance or President's Office – Public Service Management. Major capital expenditures areas will be considered in the context of the approved Strategic Business Plan.

The Chief Executive is responsible for obtaining value for money in the procurement and delivery of goods and services. Accordingly, the Chief Executive will implement a range of efficiency measures in accordance with the agreed program and timetable set out in the Strategic and Business Plans. The Chief Executive is responsible for maintenance of standards and obtains value for money of any work contracted out and ensuring that the security and confidentiality safeguards are maintained.

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**7.7 Internal Audit**

The Chief Executive is responsible for ensuring that, adequate arrangements exist for the provision of an Internal Audit Service, Internal auditing shall be done in accordance with standards set by the Ministry of Finance, National Board of Accountants and Auditors and NFRA'S Accounting Manual.

The Internal Auditors to the Ministry responsible for Agriculture shall have the right to access the Agency to perform work necessary to give independent assurance to the Permanent Secretary. The Permanent Secretary shall receive copies of all internal audit reports accordingly.

**7.8 External Audit**

NFRA is subject to external audit by National Office of the United Republic of Tanzania which has the right to conduct internal audits, special audits and value for money studies relating to NFRA activities.

**8.0 BUDGETARY FLEXIBILITY**

The Chief Executive shall have the powers in relation to budgetary flexibilities which shall be exercised in accordance with Ministry of Finance Guidelines, and the limits set out in relevant legislatives governing the concerned areas.

**8.1 Capital Expenditures**

The Chief Executive shall have the powers in relation to capital expenditures according to the Public Procurement Act of 2011 to:

- (i) authorize capital to individual capital projects;
- (ii) transfer resources allocated to one item in the budget to another; and
- (iii) carry over in full to the next financial year any unspent amount on capital provisions from the previous financial year.

**8.2 Running Costs**

The Chief Executive shall have the powers in relation with running costs to:-

- (i) manage all running costs allocation as a single budget;
- (ii) transfer resources allocated to one item in the budget to another; and
- (iii) to carry over in full to the next financial year any unspent amount on running cost from the previous financial year.

**9.0 ASSETS AND LIABILITIES**

In consultation with the MAB and the Permanent Secretary, the Chief Executive may authorize all write-offs and special payments, disposal of assets in accordance with Public Finance Act of 2001 and Public Procurement Act of 2011.

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## **10.0 HUMAN RESOURCES**

### ***10.1 Status and Conditions of Service***

NFRA staffs are public servants in accordance with the Executive Agencies Act. Cap. 245 and the Public Service Act Cap. 298 and its Regulations.

### ***10.2 Management***

The Chief Executive shall be responsible for the human resources management of the NFRA staff as set out in the Framework Document and the Executive Agencies Personnel Management and any other Regulations as laid down in the labour law of Tanzania. He is responsible for ensuring that an equal opportunities policy is formulated and implemented in order to maximize NFRA'S efficiency and effectiveness.

### ***10.3 Staff Relations***

The Chief Executive shall be responsible for managing affairs of the Agency efficiently and effectively. He shall further promote good staff relations and ensure control and discipline of Agency's staff. Agency staff retains the right of appeal to the Permanent Secretary on staff matters in the event of being dissatisfied by any decision made by the Chief Executive of NFRA.

### ***10.4 Health and Safety***

The Chief Executive is responsible for the Health and Safety of NFRA staff in working place and for complying with all relevant legislations and Regulations and in the regard, shall consult with staff and their Trade Union Representatives on health and safety matters. Besides the Agency will have action plan for HIV/AIDS pandemic.

## **11.0 REVIEW, AMMENDMENTS, GUIDELINES AND PUBLICATIONS**

### ***11.1 Review***

From time to time, but at least at intervals not exceeding five years, a review of this document shall be undertaken. The Minister responsible for Agriculture will be advised jointly by the Permanent Secretary, the Ministerial Advisory Board and NFRA Chief Executive for any proposed review prior submitting the document to President's Office Public Service Management for approval.

### ***11.2 Amendments***

The Minister, Permanent Secretary or the Chief Executive may at any time propose amendments to this Framework Document in the light of the Agency's operation experience or any change of

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circumstances. Any such proposals for change shall be subject consultation with the President's Office Public Service Management.

Any change affecting staff shall be subject to consultation with staff and their recognized Trade Union representatives. The incorporation of changes may require the approval of the Minister for Agriculture Livestock and Fisheries and Minister responsible for Public Service Management as well as the approval of Chief Secretary.

**11.3 Guidelines**

The Ministerial Advisory Board may issue administrative guidelines in relation to any matter as it may deem necessary for proper, efficient and effective discharge of NFRA functions.

**11.4 Publication**

The Order Establishing NFRA including the Framework Document will be readily available to any body in accordance with the existing practices. Copies of the Framework Document and further information about the Agency can be obtained from:

The Chief Executive,  
National Food Reserve Agency  
Plot No. 35, Mbozi Road  
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