THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

MBINGA TOWN COUNCIL

STRATEGIC PLAN
2021/22 – 2025/26

Town Director
Mbinga Town Council
P. O. Box 135
Mbinga
Phone: 025 26 40664
Fax: 025 26 40262
Email: td@mbingatc.go.tz
Website:www.mbingatc.go.tz

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EXECUTIVE SUMMARY

In executing its mandated functions as stipulated in the Local Government (Urban Authorities) Act No 8 of 1982, Mbinga Town Council is committed to being a council with quality service delivery and a conducive investment environment for the sustainable development of its community. This strategic plan is a road map that provides a strategic direction for the town council in the next five years, ranging from 2021/2022 to 2025/2026. The plan was prepared based on the newly approved organization structure of Local Government Authorities (LGAs)as approved by the President on 29th January 2022. The council's long-term vision shall be realized through strategic objectives at the outcome level coded from 'A' to 'Y' that include: A. Non-communicable diseases, HIV and AIDS infections reduced, and Supportive Services Improved. B. Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained. C. Access to Quality and Equitable Social Services Delivery Improved. D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased. E. Good Governance and Administrative Services Enhanced. F. Social Welfare, Gender, and Community Empowerment Improved. G. Management of Natural Resources and Environment Enhanced and Sustained. H. Local Economic Development Coordination Enhanced. I. Emergency and Disaster Management Improved, and Y. Multi-sectoral Nutrition Services Improved. The achievement of the council vision, mission, strategies, and target shall be guided by fundamental guiding principles, namely:(i) Integrity, (ii) Teamwork,(iii) Commitment, (iv) Equity and Equality, (v) Transparency, and accountability**.**

A participatory approach was used in the process of strategic plan preparation with the involvement of the head of divisions, head of units, and representatives from Ward and Mtaa executive offices, as well as a consortium of council stakeholders. In determining the existing situation for future projection, the plan involved analyses of the internal and external environment where both primary and secondary data were collected, analyzed, and presented. The internal environmental scan involved a thorough diagnosis of all sectors within the council where critical issues for intervention were identified, while the external ecological scan involved the integration of the Tanzania Development Vision 2025, the CCM Party Manifesto 2020 to 2025, The Long Term Perspective Plan (LTPP 2011/2012-2025/2026), the Tanzania Five Years Development Plan 2021/2022-2025/2026 (FYP III), the Blueprint for Regulatory Reforms to Improve the Business Environment (2018)**,** the East Africa Community (EAC) initiatives, Agenda 2063: The Africa We Want, the SADIC vision 2050, Sustainable Development Goals (SDGs), and national sectoral policies. The plan is divided into Four chapters, whereby Chapter One presents background information and the mandate of the Mbinga town council; Chapter Two provides information on the situation analysis of the council. Chapter Three presents the plan in which the vision, mission, strategic objectives, Strategies, Targets, and Key Performance Indicators have been presented through a strategic plan matrix; and Chapter Four describes the resulting framework where plan implementation, monitoring, evaluation, review, internal and external reporting plan have been presented.

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STATEMENT OF THE TOWN COUNCIL CHAIRPERSON

Tanzania is envisioned to become a middle income country by 2025, this can be realized by improving the performance of the national economy as a whole and Mbinga town council in particular. The Government is trying to identify ways and means that would bring about growth to the economy for the purpose of achieving growth through the National Development Vision 2025, the Long Term Perspective Plan (LTPP 2011/2012-2025/2026), the National Five Year Development Plan III (2021/22-2025/26 and the CCM Manifesto 2020 - 2025 embedded in that comprises the national and international efforts and the Sustainable Development Goals. This strategic plan therefore is a road map that translates the overall national goals and vision into reality.

It is the responsibility of the Government of the United Republic of Tanzania to ensure that the promises made in the CCM Manifesto 2020 - 2025 are implemented. The major promises made include ensuring that every Tanzanian acquires an improved life through better service delivery to the people and people's empowerment whereby the people acquire powers to make proper decisions that determine their own development. The powers to be acquired include those of collecting revenue and deciding on the use of those resources as well as identifying planning, implementing, monitoring, and evaluating development projects at their localities.

The Mbinga Town Council focuses on its own source revenue collection, management of financial resources, minimizing expenditure, completing the unfinished project, community mobilization on development activities, and support of women and youth economic groups for the job and agricultural produce by the introduction of alternative crops such as cashew nuts, ginger and saimin in which job creation will be realized. With the same focus on people's empowerment, the Government has embraced a policy of Decentralization by Devolution. This involves empowering Tanzanians through strengthened Local Government Authorities, which will be better placed, by virtue of their proximity to the people, to reflect local priorities and needs in their programmes improve services and contribute to the reduction of poverty. It is my conviction that we will, through sound national policies articulated in the CCM Election manifesto 2020-2025 and the participation and commitment of Tanzanians themselves, improve services and reduce poverty significantly. To that end, my Personal commitment and that of Mbinga Town Council Management and Staff is assured.

I beg to Submit;

KEVIN K. MAPUNDA
HONOURABLE CHAIRPERSON
MBINGA TOWN COUNCIL

STATEMENT OF THE TOWN COUNCIL DIRECTOR

The goals of Tanzania's Development Vision 2025 are in line with United Nations' Sustainable Development Goals (SDGs) 2030. The major goals are to achieve a high-quality livelihood for the people, achieve food security, develop a strong and competitive economy, ensure equality, and empower all women and girls. Monitoring the progress in achieving these goals, there is a need for availability of timely and accurate statistical information at all levels. Problems occurring in both urban and rural areas are many and challenging. Experience shows that the delivery of quality social and economic services requires a continuous and sustainable improvement of strategies through community participation from time to time. Indeed, it must be admitted that high primary school enrolment rates recently attained in the council have to be maintained by using available resources and so is the policy of making sure that all pupils who pass standard seven examinations join Form One. The food situation is still precarious; infant and maternal mortality rates continue to be high and unemployment triggers mass migration of youths from rural areas to the already overcrowded urban centers.

HIV/AIDS pandemic, together with environmental deterioration are developmental problems which cannot be ignored. Our efforts to meet both the new and old challenges are hampered by many factors including ill-prepared rural development programs followed by weak implementation, monitoring, and supervision of these programs. The shortcomings in policy formulation, project identification, design, and implementation due to the lack of reliable and adequate data and information on the rural development process have to be addressed appropriately. The availability of reliable, adequate, and relevant qualitative and quantitative data and information at the Council level is a prerequisite for formulating, planning, implementing, monitoring, and evaluating council development programs.

Mbinga Town Council prepared this Strategic Plan by using its own funds. The team should be viewed as a step forward toward finding feasible solutions to the existing problem of data and information gap at the Council level. Last but not least, I would like to acknowledge with thanks, the contribution made by the Council Management Team (CMT), Administration and Finance Committee, the Council, the Stakeholders, and other staff of the Mbinga Town Council who devoted their time and efforts to ensure the successful completion of this strategic plan.

GRACE S. QUINTINE
DIRECTOR
MBINGA TOWN COUNCIL

1.0 Historical Background of the Council

Historically, the name Mbinga was derived from a Matengo word ''mbengaje'' which means "chase them" it was originated when the German colonials came to Mbinga, and the chief ordered the indigenous people to chase them. The Germans thought that the place was called "mbengaje". Since the Germans could not pronounce the word properly, they pronounced "mbinga" instead of "mbengaje". Mbinga Town Council was established in 2015 as a town council by the Local Government Notice number 433a of 25th September 2015 and is one of the eight councils of the Ruvuma region.

1.1 Geographical Location

Mbinga is a small but important town in the Southwestern plateau of Tanzania. Mbinga Township is the Council headquarters with Town Council status. It is about 100 km away from Ruvuma regional headquarter located in Songea Municipality. The town is easily accessible by all-weather roads. It lies at the Longitudes $34^{0}24'$ and $35^{0}28'$ east of the Greenwich Meridian and Latitude $10^{0}15'$ and $11^{0}34'$ south of the equator. Other councils in the region include Mbinga District Council, Songea District Council, Madaba District Council, Tunduru District Council, Namtumbo District Council, Songea Municipal Council, and Nyasa District Council. The Town council borders with Mbinga District Council to the north and west, Songea District Council to the east, and Nyasa District Council to the south.

1.2 Administrative Unit

Administratively, Mbinga Town Council is the second smallest council in terms of land area in the Region. It has a total surface area of 1,266 sq. km, equivalent to about two percent of the total regional surface area. Out of the 1,266 sq. km, 1167.6 sq. km are settlement areas, about 1.5 sq. km are forest reserves, and 96.9 sq. km is arable land. Currently, it is divided into one division with 19 wards namely Mbinga Mjini, Mbinga Mjini B, Mbambi, Masumuni, Matarawe, Luhuwiko, Bethelehemu, Lusonga, Kilimani, Utiri, Mbangamao, Kihungu, Kagugu, KIkolo, Luwaita, Myangayanga, Mateka, Kitanda, and Mpepai subdivided into 49 Mitaa and 303 villages distributed unevenly. Only eight wards are situated in the urban areas, which are Mbinga Mjini, Mbinga Mjini B, Mbambi, Masumni, Matarawe, Luhuwiko, Bethelehemu, and Lusonga. The rest (11 wards) are in sub urban areas. Politically, the council has one constituency, namely "Mbinga Mjini."Mpepai has the largest land area in the council (358 sq . Km), followed by Kitanda (153 sq Km) and Mbangamao (115 Sq Km), while Bethelehemu has the smallest land area (9 Sq Km).

1.3 Climate, Soil, and Topograph

With the exception of very few slopes, the council is relatively homogeneous, with gently undulating plains intersected by seasonally flooded valley bottom soil. In the extreme northeast, northwest, and southeast, this pattern gives way to open flat land for cultivation and is covered by well or moderately drained soils with textures of red clay soils mixed with sandy loams in the uplands. The soils vary from lateritic earth grey sand to black clay soils and iron crust "mbuga." Moreover, there are sandy clay loams and reddish-colored soils on inter-flute slopes that are saturated with water within 100 cm of the surface during the growing season. However, the majority of these soils have high nutrient contents and are considered suitable for a wide range of food and cash crops such as coffee, maize, paddy, vegetables, and beans and have the potential for profitable cultivation; therefore, Mbinga Town Council soils can best be described as best as moderately fertile.

Mbinga Town Council lies at an altitude of 900m and 1,350m above sea level, with a mean temperature range from 29^0C and 31^0C in the hot season between August and October, and 19^0C and 23^0C in the cold season, which occurs from May to July. The Council experiences unimodal rainfall patterns, which start from November/December and stop in April/May with an average of 1,224mm per year, which falls between six and seven months. Despite the variation in climatic conditions throughout the year, the weather is attractive because of its forest cover. The highest temperature occurs from November to February, during which the mean maximum temperature is about 30 degrees centigrade. The minimum temperature occurs from June to August when the temperatures go down as far as 24 degrees Celsius. The mean relative humidity is about 96 percent in the mornings and decreases to about 67 percent during the evenings. The southwest monsoon winds influence the climate from September to October/November.

1.4 Drainage System

Mbinga Town Council forms part of the vast western plateau of the Ruvuma region, an area of hilly and gently undulating plains broken in places by prominent hills. Most of the council lie between 900 and 1,350 meters above sea level and forms the main watershed separating rivers flowing southeastward into the Miombo woodlands and finally into Lake Nyasa.

There are three main streams with several tributaries, which form a number of alluvial flood plains in the council, which are Ruvuma, Luwaita, and Lumeme. The Luwaita River supplements the ever-increasing demand for water supply for both industrial and domestic purposes in the Mbinga Town Council. The river receives water from different streams found in the Luwaita highlands on the northwestern side of the council. The Lumemeriver flows into the Ruvuma River in the Songea district council, while Luwaita joins the Mungaka River in Mbinga District Council. The third River,Ruvuma, which sub-divides Songea District Council and Mbinga Town Council, finally drains into the Indian Ocean in the south.

1.5 Population Size and Growth

The council's growth of the population during the 2002 to 2012 census periods cannot be determined since Mbinga Town Council was established in 2015, and its population data for 2002 and 2012 have been simulated. According to the 2002 and 2012, Population and Housing Censuses, the population of the council increased from 95,152 (estimated population)in 2002 to 117,714in 2012. This resulted in a minor increase of 22,562 people during the 2002 to 2012 census period. The 2012 population census put the council's population at 117,714, out of which females account for 51.7 percent (60,901) of the people. According to the 2012 Population and Housing results, the council contributed 8.5 percent of the regional population, putting it in the seventh position. Between 2002 and 2012, the council's population increased by 23.7 percent, the same as the regional increase.

The highest population increase was recorded at the ward level in Mbinga Mjini Ward, with an inter-censual rise of 60.3 percent between 2002 and 2012. It was followed by Luwita (22.1 percent), and Kilimani (20.2 percent). This increase in population is due to the immigration of people from other wards to look for areas for cultivation and other socio-economic services. Moreover, wards such as Utiri, Mbangamao, and Myangayanga had a negative population increase of 41.8 percent, 53.8, and 63.9 percent, respectively, in 2012. The main reason, among others, is the division of wards from the central wards, which leads to the distribution of people into the new wards.

1.6 Population Density

Mbinga Town Council, with an average population density of 75 persons per sq. km in 2002, is considered the second most densely populated Council in Ruvuma Region after Songea Municipal Council. In 2012 the population density of Mbinga Town Council increased to 93 persons per sq. km and again was the second after Songea Municipal Council. The Population density of the Mbinga Town Council was above the regional average population density of 17 persons per sq. km in 2002 and 21 persons per sq. km in 2012 but was not the most populous among the councils in the region in all two censuses. Among other reasons, the relatively large population density of Mbinga Town Council has not been caused by the size of its land area but by the rural-urban migration within the region and the country as a whole influenced by the green pastures.

The population density at the ward level for the census years 2002 and 2012 indicates that in 2002 Mbinga Mjini ward was the most densely populated ward with an average of 1,336 persons per sq. km, followed by Luwaita ward with 214 persons per sq. km and Utiri and Myangayanga wards with 210 persons per sq. km each, while Mpepai ward was the least populated ward with an average of 34 persons per sq. km. In 2012 however, Mbinga Mjini ward was leading again by 2,141 persons per sq. km, while Mpepai ward was again the least densely populated ward, having only 35 persons per sq. km. The high population densities of Mbinga Mjini ward can be attributed to the fact that it is the center of the town where residential buildings are closed.

1.7 Ethnic Groups

Mbinga Town Council is among the fast-growing councils in the Ruvuma region, experiencing fast population growth by both natural birth and migration. As a result, more ethnic groups are found in the council. However, the commission has one indigenous/ethnic group, Matengo, and six other groups, namely Bena, Kinga, Chaga, Ngoni, Yao, and Nyasa. The Matengo are the main ethnic group occupying all wards of the council, followed by the Ngoni occupying all wards exceptMyangayanga, Luwaita, and Mateka wards. The Bena occupy nine wards, the Kinga eight wards, and the Chaga are in Mbinga Mjini, Mbinga B, Mbambi, and Masumuni. In addition, the Yao also occupy Matarawe ward, Luhuwiko, and Bethelehemu wards, while the Nyasa are only found in Lusonga ward.

1.8 Mandate and Functions of Mbinga Town Council

1.8.1 Functions

Local Governments Authorities (LGAs) were established under articles 145 and 146 of the United Republic of Tanzania constitution of 1977. The mandate of the Mbinga Town Council is derived from the Local Government (Urban Authorities) Act No 8 of 1982, which establishes urban councils, including the city, municipal, and Town councils. The Act mandates Mbinga Town Council to transfer authority to the people and perform local government functions within its area. To have the right and power to participate and involve the people in planning and implementing development programs within its areas of jurisdiction.

1.8.2 Mandate

According to the Urban Authority Act, No 8 of 1982, Mbinga Town Council has generally mandated the functions of

- To ensure the enforcement of law and public safety of the people and to consolidate democracy within its area and apply it to accelerate the development of the people.
- To maintain and facilitate the maintenance of peace, order, and good governance in their area of jurisdiction,
- To promote the social welfare and economic well-being of all persons within its jurisdiction, subject to the national policy and plans for rural and urban development.
- To further the social and economic development of its area of jurisdiction.

1.9 Purpose of the Plan

This strategic plan covers the period of five years, from 2021/2022 to 2025/2026. The plans focus on making Mbinga Town Council an economic hub for investment and providing quality services for the community's sustainable development. Therefore, this Strategic Plan aims to guide the town council in achieving its vision and mission. It identifies core values, objectives, indicators, targets, and priority initiatives to be considered and adhered to optimize available resources and opportunities for providing quality socio-economic services. Furthermore, it provides guidance to all divisions and units of the council regarding planning, budgeting, execution, monitoring, and evaluation, as well as reporting their performances. The Plan also sets a platform for stakeholders' participation in the management of council development

interventions. Besides, it is anticipated that this strategic plan will improve the performance of the council in service delivery.

1.10 Methodology

The participatory approach was used in the review preparation of the Mbinga Town Council strategic plan. Preparing a strategic plan for the council started with capacity-building sessions with heads of divisions and Units, who formed the council technical team. The sessions were intended to help the technical team gain a shared understanding of various strategic planning concepts, processes, methods, and tools to make it easy for them to develop a logical and valuable strategic plan practically. During the sessions, the council technical team was introduced to various concepts and tools that enabled them to generate information needed to review and prepare this strategic plan.

The capacity-building sessions were carried out as planning workshops, which were used to generate data through a rapid assessment methodology. These workshops took Fourteen days ranging from 17th to 30th May 2022, where participants were asked to provide a particular output based on the concepts and theory learned on a respective day at the end of each day. Through this process, both primary and secondary data were collected using various methods that included: Brainstorming, literature review, performance review, self-assessments, logic model, SWOC analysis, stakeholder's analysis, improved Opportunities, and Obstacles to Development (O&OD), Political, Economic, Sociological and Technological, Environmental and Legal (PESTEL) Analysis. These data were collected, analyzed, and disseminated to determine both internal and external environments where critical issues in all sectors were identified and targets to be addressed for the next five years were formulated. The external environmental scan involved the integration of both National and international plans, conventions, strategies, and policies into the process of reviewing and updating the strategic plan for the council. In this regard, the strategic plan for Mbinga Town Council has integrated the Tanzania National Development Vision 2025, Long Term Perspective Plan LTPP 2011/2012-2025/2026, National Five Year Development Plan 2021/22-2025/2026, The Chama Cha Mapinduzi CCM manifesto 2020 -2025, a blueprint for Regulatory Reforms to Improve the Business Environment, 2018, sectoral policies and National strategies, Agenda 2063: The Africa We Want, the Sustainable Development Goals (SDGs), the East African Community Initiatives and the SADC vision 2050.

At the end of the fifth day, the council technical team generated all the information needed for plan documentation. After the planning workshops, the consultant had an opportunity to document a draft strategic plan that was shared among heads of divisions and units for review and validation. The leaders of divisions and units provided their comments in one-week time, whereas the consultant incorporated and produced a second draft. The second draft was presented in a one-day workshop with a wide range of stakeholders. Thereafter, the draft was improved, circulated, and contributed to the respective committees for approval.

1.11 Strategic Plan Layout

This strategic plan is divided into Four Chapters; Chapter One presents background information about the council, the mandate, and functions of Mbinga Town Council, the plan's purpose, and the methodology. Chapter Two provides information on the situation analysis of the council that entails the performance review, Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis, stakeholder analysis; Political, Environmental, Sociological, Technological, and Legal (PESTEL) analysis; analysis of recent initiatives; Linkage between the council and national frameworks and analysis of critical issues. Chapter Three presents the strategic direction in which the vision, mission, strategic objectives, Strategies, Targets, and Key Performance Indicators have been shown through the strategic plan matrix, and Chapter Four describes the resulting framework, plan implementation, monitoring, evaluation, review, internal and external reporting plan.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents a thorough diagnosis report on the internal and external environment under which the Mbinga Town Council operates. The situation analysis concentrated on the performance assessment of the council on its mandate and functions based on Articles 145 and 146 of the United Republic of Tanzania constitution of 1977 and the Local Government (Urban Authorities) Act No 8 of 1982. The analysis involved an assessment of the council's Strategic Plan 2016/17 to 2020/21, which includes: an analysis of the previous vision and mission; performance review; Stakeholders' analysis; SWOC analysis; PESTEL analysis; recent initiatives; and review of relevant information. At the end of this chapter, areas for improvement were identified as critical issues to be addressed.

2.2 Performance Review

This is the first strategic plan since the establishment of the Mbinga Town Council in 2015. Since its establishment, the town council has been executing the strategic plan from her mother council of Mbinga District Council for the past five years. Ten (10) strategic objectives were derived and implemented from 2026/17 to 2020/21. The performance review involved an assessment by tracking the achievement of strategic objectives through respective targets (deliverables). The main achievement for each objective, constraint, and way forwards are summarized below.

2.2.1 Objective A. Services Improved and HIV/AIDS Infections Reduced
Achievements:
- Support services provided to people living with HIV/AIDS at the workplace increased to 80%in 2021
- 279 teachers sensitized to HIV/AIDS in 2021
- The prevalence rate of HIV is 2.3% in 2021
- 2,130 youth (71%) given life skills and behavior change education to 19 wards in 2021
- 150 Vulnerable children supported in 2021
- 19 HIV/AIDs Multisectoral committee formulated in 19 wards in 2021
- 19 awareness creation sessions on HIV/AIDS were conducted in 2021
- 30,0000 pcs of condoms distributed to 19 wards in 2021

2.2.2 Objective B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
Achievements:
- Capacity building on awareness to ant- corruption was imparted   to 130 staffing 2021
- 19 WECs and 17 Head Teachers were trained   on corruption in 2021

2.2.3 Objective C. Access to Quality and Equitable Social Services Delivery Improved

Achievements:

- 67 Classroom in 13 Secondary Schools constructed in 2021
- Performances in CSEE improved from 88.3% to 91.6% in 2021
- 1 Hostel in Mbangamao secondary school constructed in 2021
- 1 Dormitory was constructed at Makita Secondary school in 2021
- 1 Dinning Hall constructed at Makita Secondary School in 2021
- 15 laboratories constructed in secondary schools whereby Makita (2), Kagugu (2), Kilimani (1), Kikolo (3), Lamata (2), Luhuwiko (2), and Lusetu (3) in 2021
- 110 latrines constructed in secondary schools whereby Makita (22), Mbinga (6), Lamata (20), Kilimani (20), Kagugu(20), Luhuwiko (22) constructed
- The prevalence rate of malaria cases reduced from 14% in 2018 to 8.9% in 2021
- TB case detection rate increased from 50% in 2018 to 80% in 2021
- The prevalence rate of cardiovascular diseases reduced from 2.9 in 2018 to 0.26% in 2021
- Incidence of soil-transmitted Helminthes reduced from 2% in 2018 to 1.4% in 2021
- Prevalence of oral diseases among OPD cases reduced from 1% in 2017 to 0.4% in 2021
- The prevalence of eye diseases among OPD cases reduced from 1.16% in 2018 to 1.07% in 2021
- Mental health conditions reduced from 1.5% in 2017 to 0.09% in 2021
- The shortage of skilled and mixed human resources for health is 50% in 2021
- The prevalence rate of Diabetes Mellitus reduced from 1.5% in 2018 to 0.73% in 2021
- Maternal deaths reduced from 4 deaths in 2018 to 1 death in 2021
- Shortage of medicines, medical equipment, and diagnostic supplies reduced from 10.1% in 2018 to 2.2% in 2021
- The condition of medical equipment improved from 50% in 2018 to 60% in 2021
- The rate of patients with complications associated with traditional medicine and alternative healing practices increased from 2% in 2018 to 3% in 2021
- Revenue collection increased from TZs. 1.2 billion in 2017 to 1.9 billion in 2021, equal to 88% in 2017 and 113% in 2021.
- This means a collection of funds from internal sources increased from 88% to 113%in 2021
- The clean audit report was obtained for five years consecutively, from 2017 in 2021
- Monthly, quarterly and annual reports were prepared and submitted timely in 2021.
- The number of Agriculture, livestock, and fisheries production increased by: Crop by 120,517 tons, Meat by 1,459.7 tons, milk by 912 tons, and fisheries by 0.7 in 2021
- Plant/Animal health maintained in 13 Wards from 2018 to 2021
- Increased Fisheries infrastructures to 432 pounds in 2021
- A feasibility study on areas to be irrigated was conducted in 2 wards (Kihungu and Mpepei) in 2021.

- The number of active cooperative societies increased to 32 in 2021.

2.2.4 Objective D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

Achievements:

- Shortage of Health facilities and infrastructure reduced from 68% in 2018 to 46% in 2021
- Healthcare waste management at the facility improved from 50% in 2018 to 70% in 2021
- LAN infrastructures at Mbinga Town Council head office improved to 60% in 2021
- GoT-HoMIS systems were installed in 8 out of 16 health facilities namely: Mbinga Town Hospital, Kalembo health center, and dispensaries of Kilimani, Utiri, Mbinga Han, Mbangamao, Sepukila, and Kindimbain 2021.
- Configuration and installation of LGRCIS systems to 63 points of sales out of 89 planned sales points; this is an improvement of 70%in 2021.
- The number of Town planning drawings prepared increased from 10 to 15 at Tugutu/Meru, Zomba, Tope, and Kilimaniin 2021.
- Regularization of informal settlements was conducted at Lusewa, Majengo, and Lulambo
- 250 Customary certificates of occupancy prepared at the villages of Mbangamao, Tukuzi, Tanga, Mbangamao, Kitanda, Sepukila, and Lifakarain 2021.
- Village land use planning was prepared at Tanga, Lipilipili, Ukimo, Myangayanga and Tukuziin 2021.
- Surveyed plots increased from 7,500 in 2017/18 to 12,570 in 2021.
- The preparation of title deeds increased from 350 title deeds to 960 title deeds in Mbinga Urban in 2021.
- 4 Schools constructed in four wards namely Luhuwiko, Mateka, Kilimani and Kagugu
- 2415 enrolled in 15 Schools in 2021.
- 8 schools had an adequate supply of (H_2O) water in 2021.

2.2.5 Objective E. Good Governance and Administrative Services Enhanced

Achievements:

- 35 Full council Meetings were conducted out of 35 Full Council meetings planned in 2021.
- 75 Finance committees were conducted out of 75 Finance committees planned for 2021.
- 35 Councilors Quarterly committees were conducted out of 35 Councilors Quarterly committees planned in 2021.
- 20 Village meetings were conducted out of 20 Village meetings planned in 2021.
- 15 Ward Development Committees (WDCs) were conducted out of 20 planned in 2021.
- 1 Councilor's study tour was Conducted out of 1 planned in 2021.

- 1 Councilor's seminar was conducted out of 2 planned in 2021.
- 75 Finance Committees were conducted out of 75 planned in 2021.
- 75 CMT Meetings were conducted out of 75 planned in 2021.
- 25 councilors were provided a sitting allowance when attending the council's statutory meetings out of 25 planned in 2021.
- 6 chairpersons of the council's statutory committees were provided with monthly responsibility allowances as planned in 2021.
- 1 Administration block was constructed as planned in 2021.
- 8 Staff houses were constructed out of 6 planned in 2021.
- 5 Ward offices were constructed at Utiri, Mbambi, Myangayanga, Kihungu, and Matarawe out of 14 planned offices in 2021.
- 2 Village offices were constructed at Kihungu, Kitelea, Pugulu, and Lulambo out of 20 planned in 2021.
- 2 cars were purchased out of 4cars planned in 2021.
- 650 employees paid staff debts out of 760 debtors in 2021.
- 270 Employees were given permission to attend long courses through the council training program out of 300 applied in 2021.
- GPG fund distributed to village/ Mtaa offices for office consumables for 100%in 2021.
- 7 Heads of division and unit were paid Statutory rights out of 22in 2021.
- 195 employees were recruited out of 450 budgeted in 2021.
- 1 Standby generator was bought out of 1 planned in 2021.
- Organizational structures and institutional management at all levels strengthening increased from 55% in 2018 to 61% in 2021
- The development Budget ceiling increased to 100% in 2021.
- 2 ICT Staff capacitated and Trained in the use of various systems such as LGRCIS, GoT-HoMIS, iCHF, PREMS, SIS, FFARS, GWF, and PLANREP and GMSin 2021.
- A clean audit report was achieved in 5 years in 2021.
- 3 internal controls over expenditure are in place in 2021.
- 7 council accounts were effectively audited in 2021.
- 7 new by-laws were enacted and gazetted in 2021.
- 152 Members of the 19 Ward Tribunals received intended legal education in 2021.
- 15 Tender board meetings were conducted as well as TANePS annual fees payment in 2021.
- Capacity building to 2 procurement staff on different programs attained in 2021.

2.2.6 Objective F. Social Welfare, Gender, and Community Empowerment Improved
Achievements:
- 187 registered entrepreneurship groups were provided with soft loans in 2021.
- services and protection to vulnerable groups improved from 40% in 2018 to 50% in 2021

2.2.7 Objective G. Management of Natural Resources and Environment Enhanced and Sustained

Achievements:

- Waste management Increased from 40% to 60% in 2021.
- 15 wards out of 19 wards practice the afforestation program in 2021.
- 1,800,000 trees were planted within 15 wards in 2021.
- The occupancy rate increased from 40% to 50%in 2021.

2.2.8 Objective H. Local Economic Development Coordination Enhanced

Achievements:

- Development projects implemented increased by 80% in 2021

2.2.9. Objective Y.Multi-sectorial nutrition services improved

Achievements:

- 85 (94.4%) entrepreneur groups have been trained on the importance of having a balanced meal in 2021.
- 19 women and Child protection committees have been created in 19 wards for community awareness in 2021.
- Incidence of Child abuse and Gender-Based Violence in the community reduced to 44 in 2021.
- The percentage of children receiving vitamin A supplementation and deworming increased from 91.9% in 2018 to 118% in 2021
- Prevalence of stunting Reduced from 44% in 2018 to 41% in 2021
- The prevalence rate of underweight among under-five increased from 13.7% in 2018 to 16% in 2021

2.2.10 I. Emergency and Disaster Management Improved

Achievements:

- Capacity for the management of emergency/disaster preparedness and response improved from 50% in 2018 to 58% in 2021

2.3 Constraints Encountered the Implementation of the 2016/17 – 2020/21 Strategic Plan

- Weak adherence to statutory meeting schedules consecutively due to responsibility inconveniences from both Regional and National levels.
- The weak response of community members to attend meetings at different levels
- Weak capacity building for WDC's members
- Insufficient budget to fund a development project
- Poor community contributions and participation in development projects
- Weak supervision of construction projects by some supervisors
- Stigmatization of people living with HIV/AIDS among staff and communities
- Low level of environmental education in the community
- Human activities within catchment areas cause environmental degradation

- Shortage of transport facilities
- Fewer corruption seminars were conducted at the council level and village/Mtaa level
- Insufficient budget as compared to council expenditure
- Existence of tax avoidance among businessmen
- Existence of outdated council by-laws

2.4 Strength, Weaknesses, Opportunities, and Challenges (SWOC) Analysis

In promoting the development of the community through the efficient utilization of available resources for sustainable development, Mbinga Town Council shall efficiently utilize its internal strength and external opportunities to address the existing internal weaknesses and external challenges in different sectors of the economy. The participatory process identified diverse strengths, weaknesses, opportunities, and challenges. The result of the SWOC analysis is summarised below.

2.4.1 Strength
- Availability of competent staff.
- Teamwork spirit among staff.
- Existence of Council by laws.
- The excellent relationship between councilors and management.
- Good supervision of development projects.
- Availability of good council Headquarters offices.
- Acquisition of unqualified opinion from CAG for five consecutive years.
- Provision of loans to a large number of women and Youth groups.
- Collection of own source revenue above 100% for four consecutive years.
- The increased pass rate of the form six National examination to 100%.
- Availability of student meals for primary and secondary Schools.
- Availability of Council Health Service Board and Health facility governing committee in all Health centers and dispensaries.
- Ability to implement nutrition contracts of more than 85%.
- Availability of sufficient food supply.

2.4.2 Weaknesses
- Minimal supervision of lower-level staff.
- Inadequate provision of induction seminars to newly hired staff.
- Ineffective provision of in-service training to staff.
- Shortage of transport facilities.
- Shortage of working equipment.
- Inadequate building infrastructures.
- Unequal distribution staff.
- Low own-source budget ceiling.
- Weak office correspondence between Divisions and sections.

- Staff turnover.
- The poor condition of medical equipment.
- Outdated master plan.
- Inadequate health care waste management.
- Weak capacity in the management of emergence/disaster preparedness and responses.
- Lack of damping site.
- Insufficient awareness of loan application procedures in the community.
- Presence of unsurveyed village boundaries.
- Corruption behavior to some staff.

2.4.3 Opportunities
- Existence of a highly motivated community to participate in development projects.
- Presence of a Regional tarmac road to Mbamba Bay.
- Availability of government management information systems.
- Availability of arable land for agriculture.
- Good relationships among stakeholders.
- Availability of communication network.
- Support from the Central Government.
- Availability of Development Partners supporting Council development initiatives.
- Availability of favorable weather and suitable climatic conditions.
- Availability of natural and artificial forests.
- Availability of water sources.
- Availability of tourist attractions.
- Availability of coffee auction for Ruvuma zone.
- Availability of qualified and skilled personnel in the labor market.
- Availability of financial institutions providing financial support to the communities.

2.4.4 Challenges
- Poor rural road infrastructures.
- Shortage of staff.
- Multiple ad hocks from central government.
- Weak waste management practices in the community.
- A large number of loan applicants with respect to the council's ability.
- Low loan repayment from women, youth, and people with disability groups.
- Environment degradation and deforestation.
- Low community participation in environmental conservation.
- Presence of human communicable and non-communicable diseases
- Staff debts.
- Drop out from primary and secondary schools.
- Increase of unplanned settlement.

- An outbreak of bushfire.
- Existence of dilapidated settlements in Central Business Districts (CBD).
- Shortage of medicines, medical equipment, and diagnostic supplies.
- High rate of patients with complications associated with traditional medicine and alternative healing.
- Occurrence of infant and maternal deaths.
- Shortage of safe blood.
- The high prevalence rate of stunting.

2.5 Stakeholders Analysis

Stakeholders' analysis for Mbinga Town Council involved assessing diverse stakeholders with varied interests, perceptions, expectations, and capacities. Therefore, priorities basic premise behind the analysis for the council was that different groups have different concerns, capabilities, and interests. Therefore, this needs to be explicitly understood and recognized in problem identification, objective setting, target formulation, and strategy selection. Stakeholders' analysis for Mbinga Town Council involved analyzing individuals, groups of people, institutions, or firms that may have a significant interest in the success of the rolling strategic plan (either as implementers, facilitators, beneficiaries, or adversaries). The analysis for stakeholders is presented below:

Table 1: Stakeholders Analysis Matrix

No.	Name of stakeholder	Services delivered to stakeholders	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=High M=Medium L=Low
1.	Central government	Provision of the quarterly report and annual implementation report. Provision of various data. Coordinating directives from the central government. Implementing the directive from the central government	Obedient and adhere to guidelines, rules, and regulations. Provision of high-quality service to the community. Value for money of development project which the fund Timely submission of the quarterly and annual reports. Proper and timely implementation directives provided by the government	Accountability. Reduced amount of funds disbursed	High
2.	Development Partners (World	Progressive Report for various	Adhere to their conditionality.	Loss of trust and black list the council	High

No.	Name of stakeholder	Services delivered to stakeholders	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=High M=Medium L=Low
	Bank, WORLD VISION, and UNDP)	development projects. Data and information. Assessment report.	Efficient use of donor funds. Result oriented	Stop or minimize support. Withdraw in assistance.	
3.	Financial institutions (NMB, CRDB, and NBC)	Submit employee's loan repayment. Saving employees	Profit maximization. Conducive environment for their business to operate	To remove the investment Decrease foreign direct investment	Medium
4.	Community members	Socio-economic services	To be provided with high-quality social and economic services. Responsiveness to community demands To be enhanced with improved livelihood	Loss of trust in the council. Less response on participating in the development Persistence of poverty among communities	High
5.	Regional Secretariat (RS)	Quarterly and annual development reports	Provision of high-quality services to the community. Maximum responsiveness to the directives provided.	Disciplinary actions (Warning, Demotion and firing)	High
6.	Mass media (Salvation FM, Hekima FM radio, and Ruvuma FM radio)	Provided with information timely. Ensured the conducive working environment	Timely access to the correct information	The community will not be informed of council activities. Reporting wrong information that spoils the image of the council. Failure of the council to win public support Stop reporting council information	Medium
7.	Non-Government Organizations (NGOs)	Conducive working environment. Supervision	Conducive working environment and maximum support	Failure to support development activities. Failure of the community to	Medium

No.	Name of stakeholder	Services delivered to stakeholders	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=High M=Medium L=Low
		Approve of registration		receive service Deprivation of the community members' services from NGOs	
8.	CBO'S	Registration Collaboration Technical and financial support	Conducive working environment	Collapse and Lack of trust	Medium
9.	Faith Base Organizations (FBOs)	Facilitation in registration	Recognition and maximum collaboration	Failure in the provision of service to the community	Medium
10.	Council employees	Conducive working environment	To be provided with the conducive working environment	Loss of morality. Poor service delivery to the community	High
11.	Social Security funds (PSF, NSSF, NHIF)	Provision of members	More contributions from members. Provided contributions timely	Failure to operate. Weak capacity in providing pensions to members	High
12.	Suppliers	Tenders	To win more tender from the council. Profit maximization	Poor service delivery	High
13.	Business community	Providing a conducive working environment, license and Training	Conducting climate for doing business	The collapse of the business. Decrease of revenue collected from internal sources	High
14.	Private sector supporting service delivery	Providing a conducive working environment.	Conducting environment for doing business.	The collapse of the business. Decrease of revenue collected from internal sources	High
15	Influential people	Recognition and use in community mobilization for council development initiatives	To be recognized	Tarnish the image of the council. Hamper the development initiatives	High
16	Cooperative Societies	Facilitating getting more members.	Good service Conducive working	Collapse of cooperatives	Medium

No.	Name of stakeholder	Services delivered to stakeholders	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=High M=Medium L=Low
		Provided with the conducive working environment	environment.		
17	Utility agency (MBIWASA and TANESCO, EWURA, MBINGA CABLE)	Conducive working environment. Paying water and electricity bills	Conducive working environment. Timely payment of electricity bills as a customer Break-even	Running into bankrupt Failure to provide service to the customer	High
18	Government agencies (TARURA and TRA)	Conducive working environment. Good relationship	Good cooperation, Compliance with rules and regulations	Misunderstanding in providing service	Medium
19	Political parties (CCM, CHADEMA, CUF, NSSR, TLP, UDP, SAU, ACT WAZALENDO)	Conducive working environment. Implementation of the ruling party manifesto. To coordinate election.	Fairness in election Provision of good services to the community, To win the election, Good cooperation, and winning more members	Political unrest, Conflict among communities	High
20	Religious institutions (KKKT, RC, TAG, ISLAMIC, SDA, PENTEKOSTE, and EFATHA)	Conducive working environment. Permit for religious gathering	To win more followers. Provided with conducive working environment. Maximum cooperation	Increase rate of crime. Moral deterioration. Failure to offer the religious services	Medium
21	Low enforcers (Police, Prison, Immigration, and PCCB)	Provision of the right information timely. Conducive working environment. Enforce bylaws	Maximum cooperation	Increase in rate of crime	High
22	Judiciary, Court, Tribunal, Commission	Good working environment. Explanation of Legal Matters	Testimony required and expert opinion. Maximum cooperation	Unfair Judgment, lose trust in the community. Late and unfair justice provided to parties	High
23	Investors (TULILA Hydroelectrical POWER, ANDOYA Hydroelectrical Power, DAE LTD, AMNEC	Conducive areas for investment. Convincing them to invest in the council. Provision business license	Provided with a conducive business environment. Profit maximization	Shutting down business Blocklist the Council	Medium

2.6 Review of Relevant Information

The review of relevant information entails the assessment of the external environment which the Mbinga Town Council is operating under. The external environmental scan focused on applicable National and international policies, plans, and conventions that include: Sustainable Development Goals 2015 – 2030 SDGs; Agenda 2063 – Africa we Want; the East African Community (EAC) Vision 2050; the Southern African Development Community (SDC) Vision 2050, Tanzania Development Vision (TDV) 2025; the Long-Term Perspective Plan (LTPP 2011/2012-2025/2026), Third National Five Year Development Plan (FYDP III) 2021/22-2025/2026, the Ruling Party Manifesto 2020 – 2025, the blueprint for regulatory reforms to improve the business environment (2018) and sectoral policies.

2.6.1 The Tanzania National Development Vision (TDV) 2025

Tanzania envisions that by 2025 will have attained a remarkable development from a least developed to a middle-income country in the areas of high-quality livelihood, peace, stability and unity, good governance, as well as an educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits. Upon reaching its vision, Tanzania is envisioned to have the following attributes: peace, stability, and unity; good governance; an educated and learning society; and a strong economy that can withstand competition and benefit many people. Based on the core function of the Mbinga Town Council in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982, in this Act the Council is mandated, among other things, to further the social and economic development in its area of jurisdiction this will promote the social welfare and economic well-being for all persons.

2.6.2 The Long-Term Perspective Plan (LTPP 2011/2012-2025/2026)

The Long-Term Perspective Plan (LTPP, 2011/2012-2025/2026) is being implemented in a series of Five-Year Development Plans. In realizing the socio-economic transformation envisaged in TDV 2025, the LTTP's strategic direction delineates specific sector policies, guiding principles, and long-term objectives and targets. With greater emphasis on capital (development) investment, particularly in the productive sectors and human resources (skills) products, the plan gives adequate attention to protecting and improving the social sector gains, governance, and critical cross-cutting issues. This being the case, Mbinga Town Council'sstrategic plan and strategies are always focused on the strategic direction envisaged in the LTPP to ensure its contribution to the implementation of the National Development Vision 2025.

2.6.3 Third National Five-Year Development Plan (FYDP III) 2021/22-2025/2026

The major theme of FYDP III is realizing competitiveness and industrialization for human development. The main objective of the FYDP III is to contribute to the realization of the National Development Vision2025 goals. These goals include Tanzania becoming a middle-income country status and continuing with the transformation of becoming an industrial country with high human development or a high standard of living. Therefore, the FYDP III enhances the thrust of previous plans by emphasizing economic reform, industrial

development, and the knowledge and ability to participate fully in international trade. Further, FYDP III highlights increased investment in science, technology, and innovation as a way for the country to move from a comparative advantage into a competitive advantage, stimulate industrial development and become competitive in local, regional, and global markets. Mbinga Town Council has the role of strengthening the initiation, formulation, and execution of local economic development projects for increasing income at the community level; and strengthening the council's capacity to finance development by ensuring access to domestic revenue and effective management of public expenditure.

2.6.4 The Ruling Party Manifesto 2020 - 2025

The Ruling Party Manifesto 2020 – 2025 intends to promote the social and economic development of the people in the country. Among other things, it has emphasized the quality of education at all levels based on the philosophy of self-reliance in the context of our country, especially in Technical Education and Vocational Training. The focus is on the significant intervention in the construction and rehabilitation of education infrastructures; collaboration with the private sector and civil society organizations, including Faith Based Organisations; improving access to quality education; strengthening the Quality Assurance System in the country; strengthening the foundations of education for self-reliance at all levels; and ensuring Science, Technology, and Innovation are fully utilized in driving the industry-led and inclusive economy. This strategic plan has mainstreamed all ruling party manifesto interventions into the strategic council plan.

2.6.5 Blueprint for Regulatory Reforms to Improve the Business Environment (2018)

This Blueprint provides a guide to achieving the industrialization dream of creating in the shortest period possible. In this required business-enabling environment, the government and the private sector work hand in hand to realize the dream. It seeks to put in place a framework that enables the review of BEE for an improved business climate in Tanzania. The Blueprint comprehensively analyses the existing regulatory challenges taking into account best practices internationally and proposes robust principles and guidelines for reforms. It articulates clearly general and specific areas for reform and ways of implementing them with necessary adjustments to suit local conditions pertaining to the country. It sets out a benchmark for undertaking a holistic approach to overcoming the challenges and constraints affecting policy, regulations, delivery, and coordination, which retard the growth of the private sector. The Blueprint also proposes a robust M&E framework in order to keep track of the progress in implementation at national and sub-national levels. LGAs, as well as the business community, effectively implement the reforms presented in this Blueprint. Mbinga Town Council is strategically located bordered by Malawi and Mozambique, and it is a business hub through Lake Nyasa. The availability of Lake Victoria is an attraction for industries, tourism, and transportation. Besides, the strategic location of Mbinga Town Council gives a gateway to neighbouring countries through Lake Nyasa. The strategic location, abundant land availability, and other resources for investment are valuable assets that will

attract local and foreign investors to the council that provides economic growth opportunities.

2.6.6 Small and Medium Enterprise Development Policy (2002)

In Tanzania, the Small Medium Enterprise (SME) sector has been recognized as a significant sector in employment creation, income generation, poverty alleviation, and as a base for industrial development. The sector is estimated to generate about a third of the GDP, employs about 20% of the Tanzanian labour force, and has the most significant potential for further employment generation. Moreover, the SIDP does address the aspect of small industries, but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such, strategies and programmes identified by SIDP have a lopsided effect since they neglected a greater part of SME activities in commerce, mining, and services. This requires an all-embracing policy covering the whole range of economic activities being performed by SMEs broad spectrum sector perspective. The policy aims at revolutionizing the SME sector to make it a sustainable agent of stimulation of growth of the economy. The Council has the role of developing strategic options for using the available opportunities to enhance the capacity of SMEs in the council.

2.6.7 The National Agriculture Policy (2013)

The National Agriculture Policy (2013) aims to address challenges that hinder the development of the agricultural sector, which include; low productivity, over-dependence on rain-fed agriculture, inadequate agriculture support services, poor infrastructure, weak Agro-industries; low quality of agricultural produce, insufficient participation of the country's private sector in agriculture, environmental degradation and crop pests and diseases. The policy focuses on developing an efficient, modern, commercial, competitive, and profitable agricultural industry that contributes to improving Tanzanians' livelihoods and attaining broad-based economic growth and poverty alleviation. Mbinga Town Council has the role and mandate to coordinate and support the implementation of agriculture sector policy in the aspects of the development of infrastructures, markets, quality products, and value-added as well as enabling the environment to attract investment in the agriculture sector.

2.6.8 National Decentralization Policy (NDP 2019)

National decentralization policy is a "people-centered" and "pro-poor" policy. It takes all key actors, roles, and responsibilities in the decentralized system across all layers of government. It emphasizes the active role and involvement of lower-level governments and service facilities as the closest units to the people. In implementing the National decentralization policy, the Mbinga Town Council is responsible for promoting inclusive decision-making and all development intervention.

2.6.9 The National Agriculture Policy (2013)

The National Agriculture Policy (2013) aims to address challenges that hinder the development of the agricultural sector, which include; low productivity, over-dependence on rain-fed agriculture, inadequate agriculture support services, poor infrastructure, weak Agro-

industries; low quality of agricultural produce, insufficient participation of the country's private sector in agriculture, environmental degradation and crop pests and diseases. The policy focuses on developing an efficient, modern, commercial, competitive, and profitable agricultural industry that contributes to improving Tanzanians' livelihoods and attaining broad-based economic growth and poverty alleviation. Mbinga Town Council has the role and mandate to coordinate and support the implementation of agriculture sector policy in the aspects of the development of infrastructures, markets, quality products, and value-added as well as enabling the environment to attract investment in the agriculture sector.

2.6.10 Sustainable Development Goals (SDGs) 2030

Following the Millennium Development Goals (MDGs) deadline in 2015, the UN member states adopted the global Sustainable Development Goals (SDG) on 25th September 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieving 17 goals and 69 Targets by the 2030 deadline. Mbinga town council's strategic plan shall serve as one of the national vehicles for realizing the goals as it also deserves global and national support in that endeavor. The Sustainable Development Goals the Mbinga town council should contribute to achieving all SGD goals. The strategic location, availability of abundant land, and other resources for investment are valuable assets that will attract local and foreign investors to the council and contribute to sustainable development.

2.6.11 The East African Community (EAC) Vision 2050

The EAC vision is to become a globally competitive upper-middle income region with a high quality of life for its population based on the principles of inclusiveness and accountability. This vision is expected to be achieved through the mission to widen and deepen economic, political, social, and cultural integration. The EAC Vision 2050 is not for the year 2050. It is a dynamic process starting from 2015 for the next 35 years with daily and continual engagement. The treaty informs it of the EAC, which states the region's vision as a prosperous, competitive, secure, stable, and politically united East Africa. This Vision 2050 is an instrument that will drive the means to improve the quality of life of the people in the region through increased competitiveness, value-added production, trade, and investment. It is envisaged that the EAC Vision will form the basis for defining strategies, policies, and programs, achieving and sustaining the critical pillars of the EAC integration process as stipulated in the EAC Treaty and facilitating the realization of the African Economic Community. Ins doing so, Mbinga Town Council is committed to achieving the EAC aspirations by expanding the production of goods and services for the widened EAC market.

2.6.12 The Southern African Development Community (SDC) Vision 2050

SADC is an organization founded and maintained by Southern African countries aiming to further socio-economic, political, and security cooperation among its Member States and foster regional integration to achieve peace, stability, and wealth. The SADC Vision 2050 is expressed in three pillars: I. Industrial Development and Market Integration, II. Infrastructure

Development in Support of Regional Integration, and III. Social and Human Capital Development; and built on a firm foundation of Peace, Security, and Good Governance.

The SADC Vision states 1. We recall the long-term SADC Vision of a regional community that has a common future, and that will ensure socioeconomic well-being, improvement of standards of living and quality of life, freedom and social justice, and peace and security for the people of Southern Africa, as enshrined in the Treaty. 2. By 2050, we envision a peaceful, inclusive, competitive, middle- to high-income industrialized region where all citizens enjoy sustainable economic well-being, justice, and freedom. 3. We commit to upholding the core principles of the Community, namely, the sovereign equality of all Member States; solidarity, peace, and security; human rights, democracy, and the rule of law; equity, balance, and mutual benefit; and the peaceful settlement of disputes. 4. We resolve to consolidate SADC moving towards 2050 by leveraging areas of excellence and implementing priorities to achieve sustainable and inclusive socio-economic development through good governance and durable peace and security in the region as well as the removal of all barriers to deeper integration; and guided by the purposes and principles of the SADC Treaty and Agenda. 5. We underline that SADC Vision 2050 is complementary to the United Nations' 2030 Agenda for Sustainable Development, the African Union's (AU) Agenda 2063, and its flagship projects and continental frameworks.

The regional initiatives provide several opportunities to member states ranging from extended goods, services, and human resources markets. A notable option for Mbinga TownCouncil is to utilize its potential in maximizing production and adding produce values for export. This may be made by attracting investors from around EAC and SADC countries and helping the communities in the council to access market opportunities offered by these EAC and SADC member states.

2.6.13 Analysis of Critical Issues
From the situation analysis, Mbinga Town Council has analyzed critical issues. These are the essential issues that need to be addressed, safeguarded, sustained, maintained, and enhanced to realize the provision of quality services to the community for sustainable development. From the situation analysis, the following critical issues were identified.
  i. Strengthen financial resources mobilization from internal sources
  ii. Enhance good governance practices
  iii. Strengthen contractual labor recruitment
  iv. Enhance capacity building on HIV/AIDS and NCD to the employees and communities
  v. Enhance regularization and squatter upgrading
  vi. Strengthen implementation of the National Multisectoral Nutrition Action Plan (NMAP)
  vii. Strengthen the provision of environmental conservation education to communities
  viii. Enhance review and effective execution of council by-laws

ix.   Strengthen the formation of ward environmental committees, school environmental clubs, and mapping of natural resources stakeholders

x.   Strengthen the Monitoring and Evaluation System

xi.   Strengthen education programs for taxpayers

xii.   Enhance the effective implementation of a staff training program

xiii.   Strengthen Public- Private Partnerships

xiv.   Strengthen capacity building on loan repayments to beneficiaries

xv.   Enhance community engagement in environmental conservation

xvi.   Strengthen capacity building on emergence/ disaster preparedness and responses

3.1 Preamble

The chapter presents the Mbinga Town Council's strategic direction based on the situation analysis described in Chapter Two. Situation analysis enabled the formulation of the council's vision, mission, core values, objectives, strategies, targets, expected outcomes, and key performance indicators.

3.2 The Vision

To be a council with quality service delivery and a conducive investment environment for sustainable development.

3.3 The Mission

To provide quality services to the public through efficient and effective use of available resources for sustainable development.

3.4 Core Vales

Implementing a strategic plan for Mbinga Town Council shall be guided by five significant core values that constitute what the council values most. The formulated core values shall lead the town council staff and individuals to believe that some objectives are legitimate or correct and others are illegitimate or wrong. They will be prerequisite guiding principles for effective and efficient service delivery in the council. The fundamental guiding principles for the council are described below:

(i) Integrity

The council is committed to ensuring that every staff has good character quality while delivering services to the public. The council staff shall have a sense of honesty and truthfulness regarding the motivations for one's actions. Integrity shall be one of the most important and cited virtue terms. Every person shall have integrity which has to do with the perceived consistency of actions, values, methods, measures, principles, expectations, and outcomes.

(ii) Teamwork

Mbinga Town Council is dedicated to working as a team towards increasing effectiveness and efficiency in service delivery. All staff and members of organizations put aside their agendas and interests to save the community's needs.

(iii) Commitment

The council is vowed to ensure that its staff are maximumly deliberate time and effort to serve communities for quality service delivery.

(iv) Equity and Equality

The council shall ensure that all staff is performing their functions without favoritism or discrimination against some customers. All staff shall avoid all forms of nepotism regarding sex, religion, political ideology, race, and tribalism in service delivery. The council staff should not be biased in political affiliation during service delivery. All functions of the town council should be fair to everybody without profit conscious.

(v) Transparency and Accountability

The council is guaranteed to ensure that every person shall be accountable for his/her decisions and actions by providing process, structure, and communication transparency. All council financial matters should be open to all citizens and other stakeholders, and financial transactions are liable for auditing and investigation.

3.5 Strategic Objectives, Strategies, Outcomes, and Outcome Indicators
3.5.1 Objective A. Non-communicable diseases, HIV, and AIDS infections reduced and supportive services Improved.

Rationale

The spread of non-communicable diseases, HIV, and AIDS infections in Tanzania affects many working forces, including teachers, tutors, lecturers, and supporting staff. Parents are dying, the number of orphans is increasing, and some school-going children and learners are infected with HIV. Non-communicable diseases, including diabetes, blood pressure, and cancer, are also rampant among workers affecting the efficacy of the Council. Therefore, the council is responsible for providing preventive education, care, supportive services, capacity building to staff, and community guidance and counseling services in all education and training institutions.

Strategies
(i) Improve mechanism for control against the spread of HIV and STIs
(ii) Improve preventive services for non-communicable diseases
(iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS

Outcomes
(i) High level of community awareness of non-communicable diseases and HIV / AIDS.
(ii) Reduced incidences of non-communicable diseases and HIV / AIDS infections.
(iii) Zero prevalence of non-communicable diseases and HIV / AIDS infections

Outcome Indicators
(i) Non-communicable diseases prevalence rate
(ii) HIV prevalence rate
(iii) HIV infection rate

3.5.2 Objective B. Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained.

Rationale

Corruption pervasiveness has been weakening good governance and depriving people's rights. Corruption has, in most cases, denied people the right to access services provided. The National Anti-Corruption Strategy aims to ensure and enable the council to execute the government policies preventing and combating corruption by improving accountability, transparency, and accessibility to quality services and equitably allocated public resources, thus effectively addressing corruption.

Strategies

   (i)   Enhance anticorruption interventions
   (ii) Strengthen implementation of the rule of law

Outcomes

   (i)   High level of community perception of Corruption consequence.
   (ii) Zero prevalence of corruption incidences.

Outcome Indicators

   (i)   The prevalence rate of corruption incidences in the workplace
   (ii) Community perception of corruption incidences among staff in public institutions
   (iii) Level of change of community perception on corruption incidences.

3.5.3 Objective C. Access to Quality and Equitable Social Services Delivery Improved.

Rationale

The Government continues to implement various strategies aimed at accelerating the implementation of the National Development Vision, which includes: an emphasis on increasing production capacity through the industrial revolution; investment in critical economic infrastructure; strengthening Government expenditure discipline, and access to social services. Further, the analysis of the human development index shows that the country has made progress on human development indicators, including an increase in life expectancy, an increase in literacy rate, a decline in the gender inequality index, and a decline in basic needs and food poverty. According to the Urban Authority Act No 8 and Local Government (District Authorities) Act No 7 of 1982, the LGAs have mandated the functions, among other things,s to provide quality services to the community, to promote the social welfare and economic well-being of all persons within their area of jurisdiction; subject to the national policy and plans for the rural and urban development and to further the social and economic development of the community.

Strategies

   (i)   Enhance community engagement in the execution of development interventions.
   (ii) Strengthen collaboration with stakeholders in social service delivery
   (iii) Strengthen the mechanism for financial resource mobilization

Outcomes
    (i) Improved living standard of the community
    (ii) Reduced poverty rate among communities
    (iii) Increased access to improved social services

Outcome Indicators
    (i) The literacy rate among communities
    (ii) Living standard conditions
    (iii) Rate of access to quality socio services
    (iv) Rate of poverty among communities

3.5.4 Objective D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased.

Rationale

Building hard and soft infrastructure in Tanzania is a continuous process to foster industrialization. The country continues to expand the basic economic infrastructure (networks of surface, marine, and air transport; power and water); and all development projects make clear budget provisions for operations and Maintenance (O&M); and protection of infrastructure against vandalism and any form sabotage to sustain the flow and quality of infrastructure services. Moreover, the country has continued to expand the digital infrastructure - the National ICT Broadband Backbone- for country-wide quality mobile telecom networks to enable the citizens to benefit from the digital revolution, including the development of digital-based services in finance, health, education, public administration, judicial services, and market information. LGAs support the government to continue expanding the networks of transport infrastructure, water supply, electricity, and communication, including high-speed internet, to all rural and urban locations of the country. The infrastructure networks will support access to markets and easier delivery of social services.

Strategies
    (i) Enhance monitoring and evaluation
    (ii) Strengthen maintenance and repairs of infrastructures
    (iii) Enhance community on the rational use of established infrastructures

Outcomes
    (i) Improved per capita income of the community.
    (ii) Improved socio-economic infrastructure.
    (iii) Increased satisfaction of community with the quality of social and economic services provided.
    (iv) Improved school attendance.

Outcome Indicators
    (i) Ratio of infrastructure
    (ii) Standard of infrastructure

(iii) Accessibility and coverage

(iv) Infrastructure sector contribution to GDP

3.5.5 Objective E. Good Governance and Administrative Services Enhanced.
Rationale
Good governance is vital for any organization to deliver quality services to its clients. Good governance involves human rights, accountability, the rule of law, equity, community participation, responsiveness to the needs of the people, and Transparency in implementing various responsibilities. LGAs shall establish an effective mechanism for adherence to sound governance principles that enhance service delivery's effectiveness and efficiency. These shall be attained through improving communication organization strategies and enforcing Laws and rules for the public service staff to achieve accountability and productivity. Good governance and administrative services lead to client satisfaction and reduce poverty in the community.

Strategies
(i)   Strengthen mechanism for enhancing adherence to good governance principles
(ii) Enhance mechanism for the provision of quality and equitable, administrative services.
(iii) Enhance coordination and engagement of division and unit

Outcomes
(i)   Decreased employees' and stakeholders' complaints
(ii) Increased stakeholders' satisfaction with service delivery.
(iii) Peace and harmony Community satisfaction with the quality of services.

Outcome Indicators
(i)   The adherence rate to good governance principles
(ii) Rate of corruption incidences

3.5.6 Objective F. Social Welfare, Gender, and Community Empowerment Improved.
Rationale
Gender equality between women and men is one of the bases in trying to improve society's welfare. Women's participation in various spheres ensures sustainable development in achieving gender equality and eliminating gender-based violence. The country has continued to implement multiple programs to empower women to increase economic opportunities and build business capacity, access to capital, markets, and credit facilities. The LGAs focus on ensuring that women and men get equal opportunity and empowerment in the resources distribution of families in economic production and cooperation in political positions at different levels of decision making. The results of the objective include; Reducing the incidence of poverty due to controlling income inequality, increasing access to social services such as education and health, which enhance the ability of the poor to participate effectively in the economy, and controlling the gender imbalance

Strategies
  (i)   Strengthen mechanisms for special groups programs and guidelines
  (ii) Enhance gender mainstreaming in decision making

Outcomes
  (i)   Improved per capita income among communities
  (ii) Improved wealth ownership
  (iii) Improved gender mainstreaming in development initiatives

Outcome Indicators
  (i)   Life expectancy rate
  (ii)   Gender violence rate
  (iii) Social well-being rate among communities
  (iv)   Employment rate
  (v)   Housing condition
  (vi)   Social security
  (vii) The proportion of the population living in marginal condition

3.5.7 Objective G. Management of Natural Resources and Environment Enhanced and Sustained.

Rationale

Tanzania is blessed with prudent abundant natural resources; using natural resources has long been considered an element of both human rights and economic development. Natural resources are often viewed as critical assets driving development and wealth creation. Over time and with progressive industrialization, resource use increased. In some cases, exploitation levels exceeded resources' natural regeneration rates. Such overexploitation ultimately threatens the livelihoods and well-being of people who depend on these resources and jeopardizes the health of ecosystems. The objective is to ensure that natural resource use benefits not only a few but many within and across countries. It also emphasizes the principle of inter-generational equity by providing that today's resource use does not compromise the availability of natural resources for future generations.

Strategies
  (i)   Strengthen mechanisms for the protection of natural resources and environmental management
  (ii) Enforce adherence to laws and regulations guiding the management of natural resources and the environment.
  (iii) Enhance sustainable utilization of natural resources.
  (iv) Enhance a conducive environment for investment.

Outcomes
  (i)   Improved community engagement in environmental conservation activities
  (ii) Improved natural resource use
  (iii) Improved natural resource management
  (iv) Improved environmental conditions

(v) Decline line of natural resources uses conflict

(vi) Improved ecosystem services

Outcome Indicators

    (i)   Biodiversity loss rate

    (ii) Effluent discharge standards

    (iii) Adherence rate to national environmental laws and principles

    (iv) Access rate to land and water

    (v) Greenness rate

    (vi) Water quality

3.5.8 Objective H. Local Economic Development Coordination Enhanced.

Rationale

Local Economic Development (LED) is an approach toward economic development that allows and encourages local people to work together to achieve sustainable economic growth and development, thereby bringing economic benefits and improved quality of life for all residents in a local municipal area. These shall be attained through enhancing it as a participatory process that encourages and facilitates partnership between the local stakeholders, enabling the joint design and implementation of strategies, mainly based on the competitive use of the local resources, with the final aim of creating decent jobs and sustainable economic activities LGAs have the role to foster the process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic development and employment generation. LED strategies are to be based on the need for specified change and the ability of municipalities to exercise their authority to create and implement development plans in relation to municipal environments. National governments are to be instrumental in facilitating need analyses and guiding the frames for strategy formulation.LED strategies are to consider the council budgets as determined and allocated by national bodies, and the strategy per municipality must be formulated integratively.

Strategies

    (i)   Enhance a conducive environment for investment

    (ii) Enhance local economic development initiatives

    (iii) Strengthen Public- Private Partnerships (PPP) in development projects

Outcomes

    (i)   Increased council GDP

    (ii) Improved per capita income among

    (iii) Improved wealth accumulation among communities

Outcome Indicators

    (i)   Town Council GDP rate

    (ii) Investment rate

    (iii) Per capita income among communities

(iv) Wealth ranking

(v) Urbanization rate

3.5.9 Objective I. Emergency and Disaster Management Improved.

Rationale

A disaster is an unforeseen event that can overwhelm the capacity of the affected people to manage its impact. Disaster management shall involve preparing, supporting, and rebuilding when natural or human-made disasters occur. Tanzania is among the countries prone to events or issues that adversely impact the achievement of the organization's political, strategic, and operational objectives. Therefore, the management of disasters shall involve risk management a process that identifies loss exposures faced by an organization and selects the most appropriate techniques for treating such disclosures. This also shall apply a systematic approach to managing risks throughout the whole organization by identifying, assessing, understanding, acting on, and communicating risk issues. The emerging disaster preparedness mechanism will involve an integrated organization-wide approach to managing uncertainty through a continuous, proactive, and systematic process to managing a significant change LGAs management culture at all levels.

Strategies

(i) Strengthen disaster preparedness and response at all levels.

(ii) Ensure smart infrastructure and facilities are in place for disaster prevention and recovery

(iii) Strengthen land-use planning and development control mechanism

Outcomes

(i) Improved disaster preparedness

(ii) Reduced likelihood of disaster occurrence

(iii) Reduced impact from the disaster

Outcome Indicators

(i) Disaster recovery and response rate

(ii) Disaster deficit index

(iii) Risk management index

(iv) Prevalent vulnerability index

(v) Disaster risk reduction rate

3.5.10 Objective Y. Multi-sectoral Nutrition Services Improved.

Rationale

Although Tanzania has made some good progress in addressing the problem of undernutrition in children, the pace of improvement, especially for the alleviation of stunting, has been slow, with data showing that the prevalence of stunting reduced from about 50 percent in 1992 to about 34 percent in 2015/16. This current level of stunting is categorized as "high" in terms of its public health significance and is higher than the 30 percent average observed for Africa.

Moreover, a double burden of malnutrition has emerged where undernutrition exists together with a rapidly increasing problem of diet-related noncommunicable diseases, especially overweight, obesity, hypertension, and type-2 diabetes, that have doubled in adults over the last decade. The slow progress in alleviating stunting has taken place despite the existence of evidence-based, high-impact nutrition interventions, a strong political commitment to address undernutrition and robust economic growth of about 7 percent for the last decade. To address this challenge, the Government strengthened its leadership in nutrition and took several steps in recent years. At the LGAs level, the government has introduced an objective and outcome of Multi-sectoral Nutrition Services Improved.

Strategies
- (i) Strengthen governance and accountability for nutrition services
- (ii) Enhance special nutritional programs at the community level
- (iii) Enhance food safety and security
- (iv) Enhance adherence to food standards and production

Outcomes
- (i) Improved nutrition status among households
- (ii) Improved dietary attitude among communities
- (iii) Availability of food varieties in the community
- (iv) Reduced number of people with obese and underweight in the community
- (v) Reduced number of children born with low weight (<2500gm).

Outcome Indicators
- (i) Food security rate among communities
- (ii) Minimum dietary diversity
- (iii) Obesity and adult underweight rate among communities
- (iv) Childhood stunting rate
- (v) Childhood wasting rate
- (vi) Low birth weight rate
- (iv) Nutrition status
- (v) Infants and young children feeding

3.6 Strategic Plan Matrix

The strategic plan matrix presents strategic objectives, strategies, targets, and Key Performance Indicators (KPIs), which show how the predicted results in the strategic plan will be measured. The strategic plan matrix for each division, unit, Mtaa, and Ward office is indicated below.

3.6.1 Human Resource Management and Administration Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanisms for control against the spread of HIV and STIs. (ii) Improve preventive services for non-communicable diseases. (iii) Strengthen Mechanisms for care and support of people living with NCD and HIV/AIDS.	Staff living with HIV/AIDS at the workplace supported from increased 80% to 100% by June 2026	Percentage of staff living with HIV/AIDS at workplace supported	(i) Non-communicable diseases prevalence rate. **(ii)** HIV prevalence rate **(iii)** HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions programs (ii) Strengthen implementation of the rule of law	Corruption incidences to staff reduced from 30 to 03 by 2026	Number of corruption incidents to staff	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception of corruption incidences among staff in public institutions (iii) Level of change of community perception on corruption incidences.
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures **(iii)** Enhance community on the rational use of	Building infrastructure provided increased from 40% to 100% by June 2026	Percentage of building infrastructure provided	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
D		established infrastructures			
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Organizational and management structure updated and implemented increased from 60% to 100% by June 2026	Percentage of Organizational and management structure updated and implemented	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences
			Community participation in elections increased from 88% to 100% by June 2026	Percentage of community participation in the election	
y	Multi-sectoral Nutrition Services Improved	(i) Strengthen governance and accountability for nutrition services (ii) Enhance special nutritional programs at the community level (iii) Enhance food safety and security (iv) Enhance adherence to food standards and production	The compact nutritional rate increased from 95.9% to 100% by June 2026	Percentage rate of Nutritional compact performance rate	(i) Food security rate among communities (ii) Minimum dietary diversity (iii) Obesity and adult underweight rate among communities (iv) Childhood stunting rate (v) Childhood wasting rate (vi) Low birth weight rate. (vii) Nutrition status

3.6.2 Agriculture, Livestock, and Fisheries Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services	(i) Improve mechanisms for control against the spread of HIV and STIs. (ii) Improve	Care and support services for HIV/AIDS infection to staff increased from 0 to 3	Number of staff receiving care and support	(i) Non-communicable diseases prevalence rate. **(ii)** HIV prevalence

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Improved.	preventive services for non-communicable diseases. (iii) Strengthen Mechanisms for care and support of people living with NCD and HIV/AIDS.	staff by June 2026		rate **(iii)** HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions programs (ii) Strengthen implementation of the rule of law	Awareness creation on corruption issues increased from 1% to 2% by June 2026	Percentage of corruption	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception of corruption incidences among staff in public institutions (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	Crops production increased from 52,738 tons to 128, 500. tons by June 2026	Tons of crop production	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			Livestock production increased from 991.04 tons to 2,973.12 tons by June 2026	Tons of livestock production	
			Fisheries infrastructures increased from 429 to 625 by June 2026	Number of fisheries infrastructures	
			Fish production increased from	Tons of fish production	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
C	Access to Quality and Equitable Social Services Delivery Improved		0.5 to 1.5 tons by June 2026		
			Irrigated area increased from 629.3 to 1340.96 hectors by June 2026	Hectors of irrigated area	
			Active Cooperative societies increased from 28 to 36 by June 2026	Number of active cooperative societies	
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	The conducive working environment for Agriculture, Livestock, and Fisheries staff increased from 0 to 35 staff by June 2026	Number of staff with the conducive working environment	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences
I	Emergency and Disaster Management Improved	(i) Strengthen disaster preparedness and response at all levels. (ii) Ensure smart infrastructure and facilities in place for disaster prevention and recovery (iii) Strengthen land-use planning and development control mechanism	Emergency and disaster management increased from 20% to 40% by June 2026	Percentage of emergency and disaster management	(i) Disaster recovery and response rate (ii) Disaster deficit index (iii) Risk management index (iv) Prevalent vulnerability index (v) Disaster risk reduction rate
Y	Multi-sectoral Nutrition Services Improved	(i) Strengthen governance and accountability for nutrition services (ii) Enhance special nutritional programs at the	Awareness raised on dietary diversification increased from 2.8% to 70% by June 2026	Percentage of awareness raised on dietary diversification	(i) Food security rate among communities (ii) Minimum dietary diversity

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
Y	Multi-sectoral Nutrition Services Improved	community level (iii) Enhance food safety and security (iv) Enhance adherence to food standards and production			(iii) Infant and young children feeding (iv) Obesity and adult underweight rate among communities (v) Childhood stunting rate (vi) Childhood wasting rate (vii) Low birth weight rate (viii) Nutrition status

3.6.3 Community Development Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Awareness creation sessions on HIV/AIDS conducted in 19 wards annually by June 2026.	Number of wards provided with awareness creation on HIV/AIDS	**(i)** Non-communicable diseases prevalence rate **(ii)** HIV prevalence rate **(iii)** HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Capacity building on corruption issues to community development division staff increased from 16 to 25 by June 2026.	Number of staff capacitated on corruption issues	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception of corruption incidences among staff in public institutions (iii) Level of change of community perception

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
					on corruption incidences.
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	The conducive working environment provided to community development division staff increased from 16 to 25 by June 2026	Number of staff with the conducive working environment	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences
F	Social Welfare, Gender, and Community Empowerment Improved	(i) Strengthen mechanisms for special groups programs and guidelines (ii) Enhance gender mainstreaming in decision making	Registered groups provided with loans increased from 187 to 350 by June 2026	Number of registered groups provided with the loan	**(i)** Life expectancy rate (ii) Gender violence rate (iii) Social well-being rate among communities (iv) Employment rate (v) Housing condition (vi) Social security (vii) The proportion of the population living in marginal condition
			Incidence of Child abuse and Gender-Based Violence in the community reduced from 44% to 22% by June 2026.	Percentage of Child abuse and Gender-Based Violence in the community	
			Household beneficially graduates to self-	The number of beneficial households graduated to	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
F			dependency from 15 to 130 by June 2026.	self-dependency	
Y	Multi-sectoral Nutrition Services Improved	(i) Strengthen governance and accountability for nutrition services (ii) Enhance special nutritional programs at the community level (iii) Enhance food safety and security (iv) Enhance adherence to food standards and production	Awareness creation session on Dietary diversification conducted in 19 wards annually by June 2026	Number of wards provided with awareness creation session conducted on Dietary diversification	(i) Food security rate among communities (ii) Minimum dietary diversity (iii) Infants and young children feeding (iv) Obesity and adult underweight rate among communities (v) Childhood stunting rate (vi) Childhood wasting rate (vii) Low birth weight rate (viii) Nutrition status

3.6.4 Pre-Primary and Primary Education Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections were reduced, and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Provision of care and support to preprimary and primary education staff with HIV/AIDS increased from 3 to 300 by June 2026.	Number of staff provided with care and support on HIV/AIDS	**(i)** Non-communicable diseases prevalence rate **(ii)** HIV prevalence rate **(iii)** HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Awareness of corruption created for primary education staff and pupils	Number of staff and pupils created awareness of corruption.	(i) The prevalence rate of corruption incidences at the

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
B	Sustained		increased from 11,224 to 27,225 by 2026.		workplace (ii) Community perception of corruption incidences among staff in public institutions (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery Strengthen the mechanism for financial resource mobilization	Performance results in STD. VII National Examination increased from 69.3% to 90% by June 2026	Percentages of Performance results in STD. IV National Examination	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			Performance results in STD.IV National Examination increased from 84% to 100% by June 2026	Percentages of performance results in STD.IV National Examination	
			The conducive working environment for primary schools workers and Head Quarter staff increased from 26 to 575 by 2026	Number of staff with the conducive working environment	
			Enrollment in pre-primary and primary education increased	Number of Students enrolled	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
C			from18,709 to 37,900 by June 2026		
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures **(iii)** Enhance community on the rational use of established infrastructures	Infrastructures constructed increased from 9,691 to 14,191 by 2026	Number of infrastructures constructed	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP
Y	Multi-sectoral Nutrition Services Improved	(i) Strengthen governance and accountability for nutrition services (ii) Enhance special nutritional programs at the community level (iii) Enhance food safety and security (iv) Enhance adherence to food standards and production	Provision of meals in preprimary and primary schools increased from 66 to 80 schools by June 2026	Number of schools provide meals.	(i) Food security rate among communities (ii) Minimum dietary diversity (iii) Infants and young children feeding (iv) Obesity and adult underweight rate among communities (v) Childhood stunting rate (vi) Childhood wasting rate (vii) Low birth weight rate (viii) Nutrition status

3.6.5 Secondary Education Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable	Awareness and support for HIV/AIDS infection among staff and students increased from 5345 to 8700 by June 2026	Number of staff and students provided with awareness and support	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A		diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS			rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Awareness of corruption provided to staff and students increased from 6,953 to 8,700 by June 2026	Number of staff and students provided with an awareness of corruption	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception of corruption incidences among staff in public institutions (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery Strengthen the mechanism for financial resource mobilization	Performance in Form Four National Examination increased from 91.6% to 100% by June 2026	Percentage of performance in Form four National Examination	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			Student enrollment increased from 2415 to 4000 by June 2026	Number of Students enrolled	
			The conducive working environment for Secondary schools workers and headquarter staff increased from 214 to 282 by 2026	Number of staff with the conducive working environment	
			Performance in Form six National	Percentage performance in Form six	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
C	Access to Quality and Equitable Social Services Delivery Improved		Examination sustained to 100% by June 2026	National Examination sustained	
			Performance in Form Two National Examination increased from 94% to 100% by June 2026	Percentage in Form Two National Examination	
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures (iii) Enhance community on the rational use of established infrastructures	Secondary schools infrastructures increased from 6,582 to 7,386 by June 2026	Number of Secondary schools' infrastructures	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP
			Secondary schools increased from 15 to 19 by June 2026	Number of secondary schools	
Y	Multi-sectoral Nutrition Services Improved	(i) Strengthen governance and accountability for nutrition services (ii) Enhance special nutritional programs at the community level (iii) Enhance food safety and security (iv) Enhance adherence to food standards and production	Provision of meals to students in secondary school increased from 5,400 students to 6,674 students by June 2026	Number of Students provided with meals	(i) Food security rate among communities (ii) Minimum dietary diversity (iii) Infant and young children feeding (iv) Obesity and adult underweight rate among communities (v) Childhood stunting rate (vi) Childhood wasting rate (vii) Low birth weight rate (viii) Nutrition status

3.6.6 Health, Social Welfare, and Nutrition Services Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	The prevalence rate of HIV/AIDS among OPD cases, reduced from 2.3% to 2% by June 2026	Percentage of HIV/AIDS among OPD cases	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Awareness of corruption increased from 80% to 90% by June 2026	Percentage of corruption awareness	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception of corruption incidences among staff in public institutions (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	The prevalence rate of Lymphatic filariasis reduced from 0.01% to 0% by June 2026	Percentage of Lymphatic filariasis	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			TB case detection rate increased from 5% to 10% by June 2026	Percentage of TB case detection	
			Shortage of skilled and mixed human resources for health reduced from 51% to 45% by	Percentage of skilled and mixed human resources for health	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
C	Access to Quality and Equitable Social Services Delivery Improved		June 2026		(i) The literacy rate among communities
			Maternal deaths reduced from 1 death to 0 death by June 2026	Number of Maternal deaths	(ii) Living standard conditions
			Under-five mortality reduced from 6 deaths to 4 deaths by June 2026	Number of Under-five mortality	(iii) Rate of access to quality socio services
			Condition of medical equipment improved from 60% to 80% by June 2026	Percentage of medical Equipment condition	(iv) Rate of poverty among communities
			Shortage of medicines, medical equipment and diagnostic supplies reduced from 2.2% to 1.2% by June 2026	Percentage of medicines, medical equipment and diagnostic supplies	
			Incidence of soil-transmitted helminthiasis reduced from 0.72% to 0.36% by June 2026	Percentage of soil-transmitted helminthiasis	
			Incidence of suspected rabies reduced from 0.02% to 0.01% by June 2026	Percentage of suspected rabies	
			Prevalence of Malaria cases reduced from 8.88% to 8.38% by June 2026	Percentage of Malaria cases	
			The prevalence rate of epidemics of Respiratory Infections reduced from 23.59% to 22% by June 2026	Percentage of epidemics of Respiratory Infections	
			Complication related to injuries reduced from 3% to 2.6% by June	Percentage of complications related to injuries	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
C	Access to Quality and Equitable Social Services Delivery Improved		2026		(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			Mental health conditions reduced from 0.09% to 0.07% by June 2026	Percentage of Mental health conditions	
			Prevalence of eye diseases among OPD cases reduced from 1% to 0.8% by June 2026	Percentage of eye diseases among OPD cases	
			Prevalence of oral diseases among OPD cases, reduced from 6.46% to 6% by June 2026	Percentage of oral diseases among OPD cases	
			Prevalence rate of Cardiovascular diseases reduced from 0.26% to0.24% by June 2026	Percentage of Cardiovascular diseases	
			Prevalence of neoplasm/cancers reduced from 0.02% to 0.01% by June 2026	Percentage of neoplasm/cancers	
			Patients with complications associated with traditional medicine and alternative healing practices reduced from 10% to 9% by June 2026	Percentage of patients with complications associated with traditional medicine and alternative healing practices	
			Households enrolled in iCHF increased from 14% to 40% by June 2026	Percentage of a household enrolled in iCHF	
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures (iii) Enhance community on the	Health Centre infrastructures increased from 3 to 19 by June 2026	Number of Health Centre infrastructures	
			Dispensary infrastructures increased from 23 to 46 by June	Number of Dispensary infrastructures	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	rational use of established infrastructures	2026 Health facilities sanitation increased from 60% to 70% by June 2026	Percentage of Health facilities' sanitation	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Organizational capacity increased from 50% to 80% by June 2026	Percentage of Organizational capacity	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences
F	Social Welfare, Gender, and Community Empowerment Improved	(i) Strengthen mechanisms for special groups programs and guidelines (ii) Enhance gender mainstreaming in decision making	Elders accessing health and social welfare services and protection increased from 49% to 75% by June 2026	Percentage of elders accessing health and social welfare services and protection	(i) Life expectancy rate (ii) Gender violence rate (iii) Social wellbeing rate among communities (iv) Employment rate (v) Housing condition (vi) Social security (vii) The proportion of the population living in marginal condition
			People with disability accessing social welfare, health, rehabilitation services, and protection increased from 30% to 55% by June 2026	Percentage of people with disability accessing social welfare, health, rehabilitation services, and protection	
			The prevalence of children's rights violations decreased from 44% to 30% by June 2026	Percentage of children's rights violations	
			Victims and survivors of GBV accessing appropriate care and support	Percentage of Victims and survivors of GBV accessing appropriate care	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
F	Social Welfare, Gender, and Community Empowerment Improved		services increased from 10% to 40% by June 2026	and support services	
			MVC and Children in conflict with laws accessing appropriate care, support, and protection increased from 23% to 75% by June 2026	Percentage of MVC and Children in conflict with laws accessing appropriate care, support, and protection	
			Daycare Centres registration increased from 5 to 12 by June 2026	Number of registered Day Care Centres	
I	Emergency and Disaster Management Improved	(i) Strengthen disaster preparedness and response at all levels. (ii) Ensure smart infrastructure and facilities are in place for disaster prevention and recovery (iii) Strengthen land-use planning and development control mechanism	Capacity on Management of Emergency/disaster Preparedness and Response increased from 50% to 60% by June 2026	Percentage of Capacity on Management of Emergency/disaster Preparedness and Response	(i) Disaster recovery and response rate (ii) Disaster deficit index (iii) Risk management index (iv) Prevalent vulnerability index (v) Disaster risk reduction rate
Y	Multi-sectoral Nutrition Services Improved	(i) Strengthen governance and accountability for nutrition services (ii) Enhance special nutritional programs at the community level (iii) Enhance food safety and security (iv) Enhance adherence to food standards and production	Prevalence of stunting among children aged 0-59 months reduced from 41% to 24% by June 2026	Percentage of stunting among children aged 0-59 months	(i) Food security rate among communities (ii) Minimum dietary diversity (iii) Infant and young children feeding (iv) Obesity and adult underweight rate among communities (v) Childhood stunting rate (vi) Childhood wasting rate (vii) Low birth weight rate (viii) Nutrition status
			The prevalence of diet-related non-communicable diseases reduced from 46% to 30% by June 2026.	Percentage of diet-related non-communicable diseases	

3.6.7 Infrastructure, Rural, and Urban Development Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections were reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Care and support provided to staff living with HIV/AIDS increased from 0 to 10 by June 2026	Number of the staff cared for and supported	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	10 Staff capacitated on combating corruption by June 2026	Number of staff capacitated on combating corruption	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	Incidences of village boundary conflicts reduced from 5 to 0 by June 2026	Number of Village boundary conflicts	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures (iii) Enhance community on the rational use of established infrastructures	Surveyed Plots increased from 12,570 to 20,000 by June 2026	Number of Surveyed Plots	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP
			Preparation of Town planning drawings increased from 30% to 90% by June 2026	Percentage of Town planning drawings	
			Master Plan of Mbinga Town Council reviewed by June 2026	Number of Master plan	
			Provision of technical assistance and advice to Council infrastructure projects increased from 50% to 100% by June 2026.	Percentage of technical assistance and advice to Council infrastructure projects.	
			The quality of projects and provision of performance certificates increased from 50% to 100% by June 2026.	Percentage of performance certificates provided	
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Conducive working environment and services provided to Infrastructure, Rural, and Urban Development division staff increased from 2 to 10 by June 2026	Number of staff provided with the conducive working environment	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences

3.6.8 Planning and Coordination Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Awareness, Care, and support for HIV and AIDS infection provided from 2 staff to 6 staff by June 2026	Number of staff supported	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Incidence of corruption lamentations decreased from 3 to 0 by June 2026	Number of corruption cases/Lamentations	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures (iii) Enhance	Development projects identified and implemented increased from 20 to 80 by June 2026	Number of development projects identified and implemented	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructur

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
D		community on the rational use of established infrastructures			e sector contribution to GDP
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	The Council development budget increased from TZs. 518,520,000.00 to TZs.2,000,000,000.00 by June 2026	Amount of council development budget in TZs.	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences

3.6.9 Industry, Trade and Investments Division

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Care and support to staff on HIV/AIDS increased from 1 Staff to 10 staff by June 2026.	The number of staff supported.	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Capacity building on corruption issues provided industry, trade,	Number of staff provided with capacity building	(i) The prevalence rate of corruption incidences in the workplace

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
B	Sustained		and investment divisions increased from 3 to 5 staff by 2026.		(ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures (iii) Enhance community on the rational use of established infrastructures	Supportive skills in business and investment increased from 8 wards to 19 wards by June 2026.	The number of wards supported skills.	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Conducive Working Environment provision to Industry, Trade, and Investment division staff increased from 3 to 10 By June 2026.	Number of staff in the industry, trade, and investment divisions provided the conducive working environment	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences

3.6.10 Waste Management and Sanitation Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-	Staff living with HIV/AIDS support increased from 0 to 7 by 2026	Number of staff living with HIV/AIDS supported	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Improved.	communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS			rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Staff capacitated on combating corruption increased from 0 to 7 by June 2026	Number of staff capacitated on combating corruption	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	Management of solid and liquid wastes increased from 55% to 85% by June 2026	Percentage of solid and liquid waste management.	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			The standard of Households and public toilets increased from 45% to 80% by June 2026	Percentage of Households and public toilets.	
			Vector-borne bleeding sites from communities decreased from 68% to 40% by June 2026	Bleeding sites decreased	
D	Quality and Quantity of Socio-Economic Services and	(i) Enhance monitoring and evaluation (ii) Strengthen	The percentage of premises adhering to	Percentage of premises adhering to health and	(i) Ratio of infrastructure (ii) Standard of infrastructure

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
D	Infrastructure Increased	maintenance and repairs of infrastructures (iii) Enhance community on the rational use of established infrastructures	health and sanitation compliance increased from 35% to 75% by June 2026	sanitation compliance.	(iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Employees' benefits and services provision increased from 50% to 100% by June 2026.	Percentage of staff's benefits provided.	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences

3.6.11 Finance and Accounts Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Capacity building to Finance and accounting Unit Staffs on HIV/AIDS infections increase from 2 to 7 Staff by June 2026	Number of Finance and accounting Unit staff capacitated	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Social Welfare, Gender, and Community Empowerment Improved	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Capacity building to Finance and Accounting Unit Staff on Corruption increase from 2 to 7 Staff by June 2026	Number of Finance and Accounting Unit Staff capacitated	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
B	Social Welfare, Gender, and Community Empowerment Improved				incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	Own source revenue collection increased from TZs.1.9 billion to TZs.1 5 billion by June 2026	Amount of revenue in TZs.	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			Financial management systems and controls increased from 40% to 80% by June 2026	Percentage of the financial management system and controls	
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Conducive working environment to finance and accounting unit Staff increased from 2 to 7 Staff by June 2026	Number of Finance and Accounting Unit Staff with the conducive working environment	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences

3.6.12 Government Communication Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive	Capacity building on HIV/AIDS infection and NDCs to Government Communication Unit Staffs	Number of Staff capacitated on HIV/AIDS infections and NDCs	(i) Non-communic able diseases prevalence rate (ii) HIV

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Services Improved.	services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	increased from 0to 2 Staffs by June 2026		prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Capacity building on corruption to Government Communication Unit Staff increased from 0 to 2 Staffs by June 2026	Number of Staff capacitated on Corruption	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	Information/News of Socio-economic and Political issues published in media increased from 50% to 100% by June 2026	Percentage of News/Information published in media	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			Communication strategy formulated and implemented by June 2026.	Number of communication strategies formulated and implemented	

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Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Conducive working Environment and service provided to Government Communication Unit Staff increased from 0 to 2 Staff by June 2026.	Number of staff with a Conducive Working Environment	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences

3.6.13 Information Communication Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections were reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Capacity building in HIV/AIDS infection and NDCs provided to the Information and Communication Technology staff increased from 2 to 4 staff by June 2026	Number of Staff capacitated t in HIV/AIDS infections and NDCs	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Capacity building on effects of corruption provided to the Information and Communication Technology staff increased from 2 staff to 4 by June 2026	Number of Staffs capacitated by Effects of Corruption	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained				institutions. (iii) Level of change of community perception on corruption incidences.
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures (iii) Enhance community on the rational use of established infrastructures	ICT infrastructures provided to 9 Divisions, 9 Units, and 2 Executive Offices by June 2026	Number of Divisions, Units, and Executive Offices provided with ICT infrastructures	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	The conducive working environment and Service provided to Information, and Communication Technology Unit staff increased from 2 to 4 staff by June 2026.	Number of staff in the Information and Communication Technology Unit provided a conducive working environment	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences

3.6.14 Internal Audit Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen	Care and support provided to internal audit staff increased from 0 to 5 by June 2026	Number of audit staff provided with care and support	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A		Mechanism for care and support of people living with NCD and HIV/AIDS			
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Incidence of corruption cases reduced from 2 to 1 by 2026	Number of cases of corruption	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	Adherence to Value for money and Procurement procedures increased from 65% to 100% by June 2026	Percentage of adherence to value for money and Procurement procedures	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			The effectiveness of the internal control system increased from 50% to 100% by June 2026	Percentage of the effectiveness of internal control system	
			staff in the Audit unit increased from 2 to 5 by 2026	The number of staff increased	

3.6.15 Legal Services Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections	(i) Improve mechanism for control against the spread of HIV and	Staff and Ward Tribunal members capacitated on	Number of staff and Ward Tribunal	(i) Non-communicable diseases prevalence

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	reduced and Supportive Services Improved.	STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	HIV/AIDS and NCDs increased from 20 to 150 by June 2026	members capacitated on HIV/AIDS and NCDs	rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Awareness of Corruption amongstaff and Ward Tribunal members increased from20 to 150 by June 2026	Number of staff and Ward Tribunal members provided with an awareness of corruption	(i) The prevalence rate of corruption incidences inthe workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Legal advice and interpretation provided to 9 Divisions, 8 Units, and 2 Executive Offices by June 2026.	Number of divisions, units, and executive offices provided with legal advice and interpretation	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences
			A conducive working environment for legal staff increased from 1 to 2 staff by June 2026	Number of staff with the conducive working environment	

3.6.16 Procurement Management Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Care and support provided to Procurement staff on HIV/AIDS and NDCs increased from 0 to 5 by June 2026	Number of procurement staff provided with care and support	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Awareness creation of corruption among Procurement staff increased from 5 to 10 by June 2026	Number of procurement staff sensitized	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services Delivery Improved	(i) Enhance community engagement in the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	Adherence to Procurement standards and procedures increased from 65% to 100% by June 2026	Percentage of adherence to Procurement standards and procedures	(i) The literacy rate among communities (ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			Supportive procurement services	Percentage of supportive procurement	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
C	Access to Quality and Equitable Social Services Delivery Improved		provision to divisions and units increased from 50% to 100% by June 2026	services provided to divisions and units	

3.6.17 Sports, Culture and Arts Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Capacity building on HIV/AIDS and NCDs to sports, culture, and arts staff increased from 15 to 60 staff by June 2026	Number of staff provided with capacity building on HIV/AIDS and NCDs	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Capacity building on corruption provided to sports, culture, and arts staff increased from 15 to 60 staff by June 2026	Number of sports, culture, and arts staff provided with capacity building	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
C	Access to Quality and Equitable Social Services	(i) Enhance community engagement in	Sports recreation center	Number of recreation centers	(i) The literacy rate among communities

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Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
C	Delivery Improved	the execution of development interventions. (ii) Strengthen collaboration with stakeholders in social service delivery (iii) Strengthen the mechanism for financial resource mobilization	established increased from 0 to 3 by June 2026	established	(ii) Living standard conditions (iii) Rate of access to quality socio services (iv) Rate of poverty among communities
			Participation of the community in sports and games increased from 30% to 90% by June 2026	Percentage of community participation in sports and games	
			Facilitation for the establishment of tourism attractions increased from 3 to 5 by June 2026	Number of tourist attractions established	
			Visualization of Young's talents group increased from 30 to 60 by June 2026	The number of young's talents groups visualized	
			Promotion of historical sites increased from 7 to 15 by June 2026	Number of historical sites promoted	

3.6.18 Natural Resources and Environment Conservation Unit

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Care and support provided to staff on HIV/AIDS increased from 0 to 4 by June 2026	The number of staff cared for and supported	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption	(i) Enhance anticorruption interventions	Capacitation and awareness creation on	Number of staff capacitated	(i) The prevalence rate of

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
B	Strategy and Action Plan Enhanced and Sustained	(ii) Strengthen implementation of the rule of law	staff increased from 1 to 7 by June 2026.		corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Employees' benefits and services provision increased from 4 to 7 by June 2026.	The number of staff benefited	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences
G.	Management of Natural Resources and Environment Enhanced and Sustained	(i) Strengthen mechanisms for the protection of natural resources and environmental management (ii) Enforce adherence to laws and regulations guiding the management of natural resources and the environment. (iii) Enhance sustainable utilization of natural resources. (iv) Enhance a conducive environment for investment.	Forest management and environmental conservation practices increased from 40 to 100 hectares within 19 wards by June 2026. Production and marketing of quality beekeeping products increased from 4.1 tons to 9.2 tons by June 2026	Number of hectors conserved Tones of beekeeping products produced.	(i) Biodiversity loss rate (ii) Effluent discharge standards (iii) Adherence to national environmental laws and principles (iv) Access to land and water (v) Greenness rate (vi) Water quality

3.6.19 Ward Executive Office

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Awareness creation on HIV/AIDS provided to WMT increased from 0 to 12 for each ward by June 2026.	Number of WMT provided with awareness.	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Awareness creation on corruption provided to WMT members increased from 0 to 12 for each ward by June 2026.	Number of WMT members provided with awareness.	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures (iii) Enhance community on the rational use of established infrastructures	Community development project initiation supervision increased from 0 to 19 wards by June 2026.	Number of Community development projects initiated and supervised.	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality	The community policing program established and capacitated increased from 11 wards to 19 wards by June 2026. Staff with a	Number of Community policing programs established and capacitated. Number of	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
E	Good Governance and Administrative Services Enhanced	and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	conducive working environment at ward lever increased from 1 to 19 by June 2026.	staff with a conducive working environment.	
			Supportive services provided to 9 Divisions and 8 Units annually by June 2026.	Number of divisions, Units provided with supportive services.	
Y	Multi-sectoral Nutrition Services Improved	(i) Strengthen governance and accountability for nutrition services (ii) Enhance special nutritional programs at the community level (iii) Enhance food safety and security (iv) Enhance adherence to food standards and production	Commemoration of 4 Village /Mtaa Health Nutrition Day supervised annually by June 2026	Number of Village /Mtaa Health Nutritional Day supervised.	(i) Food security rate among communities (ii) Minimum dietary diversity (iii) Infants and young children feeding (iv) Obesity and adult underweight rate among communities (v) Childhood stunting rate (vi) Childhood wasting rate (vii) Low birth weight rate (viii) Nutrition status

3.6.20 Village/Mtaa Executive Office

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	**Outcome Indicator**
A	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved.	(i) Improve mechanism for control against the spread of HIV and STIs (ii) Improve preventive services for non-communicable diseases (iii) Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Awareness of HIV/AIDS provided to VMT from 0 to 5 for each Village/Mtaa by June 2026.	Number of VMT members' awareness created.	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate (iii) HIV infection rate
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	(i) Enhance anticorruption interventions (ii) Strengthen implementation of the rule of law	Awareness creation on corruption provided to Village/Mtaa Management Team from 0 to 5 in each Village/Mtaa by June 2026	Number of VMT imputed corruption awareness	(i) The prevalence rate of corruption incidences in the workplace (ii) Community perception on corruption incidences among staff in public institutions. (iii) Level of change of community perception on corruption incidences.
D	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	(i) Enhance monitoring and evaluation (ii) Strengthen maintenance and repairs of infrastructures (iii) Enhance community on the rational use of established infrastructures	Community development projects initiated increased from 515 to754 by June 2026	Number of community development projects initiated.	(i) Ratio of infrastructure (ii) Standard of infrastructure (iii) Accessibility and coverage (iv) Infrastructure sector contribution to GDP

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicator	Outcome Indicator
E	Good Governance and Administrative Services Enhanced	(i) Strengthen mechanism for enhancing adherence to good governance principles (ii) Enhance mechanism for the provision of quality and equitable, administrative services. (iii) Enhance coordination and engagement of division and unit	Staff with a conducive working environment at Village /Mtaa increased from 0 to 78 by 2026	Number of staff with a conducive working environment.	(i) The adherence rate to good governance principles (ii) Rate of corruption incidences
			Supportive services provided to 9 divisions and to7 unity provided annually by June 2026	Number of supportive services provided	
			Community policing programs established in Village/Mtaa increased from 49 to 68 by June 2026.	Number of Village/Mtaa community policing established	
Y	Multi-sectoral Nutrition Services Improved	(i) Strengthen governance and accountability for nutrition services (ii) Enhance special nutritional programs at the community level (iii) Enhance food safety and security (iv) Enhance adherence to food standards and production	Four Village/Mtaa Health Nutrition Day commemorated annually by June 2026.	Number of Health Nutrition Day commemorated.	(i) Food security rate among communities (ii) Minimum dietary diversity (iii) Infants and young children feeding (iv) Obesity and adult underweight rate among communities (v) Childhood stunting rate (vi) Childhood wasting rate (vii) Low birth weight rate (viii) Nutrition status

RESULT FRAMEWORK

4.1 Introduction

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

4.2 Development Objective

To provide quality services to the community through fostering a conducive environment for investment and efficient use of available resources for the sustainable development of the community.

4.3 Result Chain

Executing the Mbinga Town Council strategic plan shall result in practical outcomes demonstrating the theory of change through the result chain. The resulting chain consists of impact, outcomes, outputs, activities, and inputs that broadly contribute to the achievement of the council's vision. There shall be a causal relationship between inputs that shall enable the implementation of various activities derived from plan targets which shall trigger towards achieving strategic objectives (outcomes); in totality, these shall contribute to bringing the impact of quality service delivery, and a conducive investment environment for sustainable development.

The basic assumption is that there is a linkage between various elements within the chain. Inputs (utilization of resources) will lead to implementing activities that will contribute to the achievement of desired outputs that shall trigger the achievement of outcomes that shall bring a long-term impact to the community. Therefore, this chain of results will justify the use of government resources in various interventions.

4.4 Result Framework Matrix

This matrix contains the council's overall development objective, strategic objectives, intermediate outcome, and outcome indicators. It foresees how the development objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress toward achieving the planned outcomes and objectives. The detailed result framework is presented in Table 2:

Table 2: Result Framework Matrix

Development Objective	Objective Code	Objective Name and Description	Intermediate Outcomes	Outcome Indicators
To provide quality services to the community through fostering a conducive environment for investment and efficient and effective use of available resources for sustainable development.	A.	Non-communicable diseases, HIV and AIDS infections reduced, and Supportive Services Improved.	i. High level of community awareness of non-communicable diseases and HIV / AIDS; ii. Reduced incidences of non-communicable diseases and HIV / AIDS infections; iii. Zero prevalence of non-communicable diseases and HIV / AIDS infections	**i.** Non-communicable diseases prevalence rate **ii.** HIV prevalence rate **iii.** HIV infection rate
	B.	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	i. High level of community perception of Corruption consequence; ii. Zero prevalence of corruption incidences	i. The prevalence rate of corruption incidences in the workplace ii. Community perception of corruption incidences among staff in public institutions iii. Level of change of community perception on corruption incidences.
	C.	Access to Quality and Equitable Social Services Delivery Improved	i. Improved living standard ii. The reduced poverty rate in the community	i. The literacy rate among communities ii. Living standard conditions iii. Rate of access to quality socio services iv. Rate of poverty among communities
	D.	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	i. Improved per capita income of the community, ii. Improved socio-economic infrastructure. iii. Increased satisfaction of the community with the quality of social and economic services provided. iv. Improved school attendance	i. Ratio of infrastructure ii. Standard of infrastructure iii. Accessibility and coverage iv. Infrastructure sector contribution to GDP

Development Objective	Objective Code	Objective Name and Description	Intermediate Outcomes	Outcome Indicators
To provide quality services to the community through fostering a conducive environment for investment and efficient and effective use of available resources for sustainable development.	E.	Good Governance and Administrative Services Enhanced	i. Decrease in employees' and customers' complaints ii. Peace and harmony Community satisfaction with the quality of services	i. The adherence rate to good governance principles ii. Rate of corruption incidences
	F.	Social Welfare, Gender, and Community Empowerment Improved	i. Improved per capita income among communities ii. Improved wealth ownership iii. Improved gender mainstreaming	**i.** Life expectancy rate ii. Gender violence rate iii. Social wellbeing rate among communities iv. Employment rate v. Housing condition vi. Social security vii. The proportion of the population living in marginal condition
	G.	Management of Natural Resources and Environment Enhanced and Sustained	i. Improved community engagement in environmental conservation activities ii. Natural resource use improved iii. Improved natural resource management iv. Environment conditions improved v. Decline line of natural resources uses conflict vi. Improved ecosystem services	i. Strengthen mechanisms for the protection of natural resources and environmental management ii. Enforce adherence to laws and regulations guiding the management of natural resources and the environment. iii. Enhance sustainable utilization of natural resources. iv. Enhance a conducive environment for investment.
	H.	Local Economic Development Coordination Enhanced	i. Increased council GDP ii. Improved per capita income among iii. Improved wealth accumulation among communities.	i. Town Council GDP rate ii. Investment rate iii. Per capita income among communities iv. Wealth ranking v. Urbanization rate
	I.	Emergency and Disaster Management Improved	i. Improved disaster preparedness **ii.** Reduced impact of the disaster	i. Disaster recovery and response rate ii. Disaster deficit index

Development Objective	Objective Code	Objective Name and Description	Intermediate Outcomes	Outcome Indicators
To provide quality services to the community through fostering a conducive environment for investment and efficient and effective use of available resources for sustainable development.				iii. Risk management index iv. Prevalent vulnerability index v. Disaster risk reduction rate
	Y.	Multi-sectoral Nutrition Services Improved	i. Improved nutrition status among households ii. The improved dietary attitude among communities iii. Availability of food varieties in the community iv. Reduced the number of people with obesity and underweight in the community v. Reduced number of children born with low weight (<2500gm).	i. Food security rate among communities ii. Minimum dietary diversity iii. Obesity and adult underweight rate among communities iv. Childhood stunting rate v. Childhood wasting rate vi. Low birth weight rate vii. Nutrition status viii. Infants and young children feeding

4.5 Monitoring Plan

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

Monitoring this strategic plan shall involve an internal mechanism of systematically collecting data using a specified indicator. This entails periodic follow-ups for collecting data using baseline data and indicator target values. The monitoring plan presents the data collection method and analysis, means of verification, and frequency of data collection and reporting, as demonstrated in Table 3

Table 3: Monitoring Plan

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
1	Number of staff living with HIV/AIDS support at the workplace *This indicator intends to examine the Number of staff living with HIV/AIDSat workplace supported*	2021	25	2026	80	20	10	20	15	15	HMIS Monthly Report	Documentary review Checklist	Quarterly	Quarterly Activities Implementation Report	Quarterly	Human Resources Management and Administration Division
2	Number of Corruption cases. *This indicator intends to examine the number of corruption cases reduced*	2021	30	2026	05	6	4	12	4	4	Community complains	Interview Questioner	Quarterly	PCCB Quarterly Reports	Quarterly	Human Resources Management and Administration Division
3	Percentage of infrastructure building. *This indicator intends to examine the Percentage of infrastructure*	2021	40%	2026	100%	20%	25%	30%	15%	20%	Bill Of Quantity (BOQ), Procurement Plan	Documentary review Checklist	Quarterly	Quarterly Activities Implementation Report	Quarterly	Human Resources Management and Administration Division
4	Percentage of Organizational and management	2021	60%	2026	100%	20%	25%	30%	15%	20%	Organizational Management report	Documentary review Checklist	Quarterly	Quarterly Activities Implementation Report	Quarterly	Human Resources Management and

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	structure updated and implemented. *This indicator intends to examine the* Percentage of Organizational and management structures updated and implemented															Administration Division
5	Percentage of community participation in the election. *This indicator intends to examine the percentage of community participation in the election*	2021	88%	2026	100%	20%	25%	30%	15%	20%	Voters Registration Book	Documentary review Checklist	Quarterly	Election Report	Quarterly	Human Resources Management and Administration Division
6	Percentage of Nutritional compact performance rate. *This indicator intends to examine the percentage of nutritional compact performance rate*	2021	95.6%	2026	100%	20%	25%	25%	20%	20%	HMIS Monthly Report	Documentary review Checklist	Quarterly	Nutritional Quarter Report Nutritional Compact	Quarterly	Human Resources Management and Administration Division
7	Number of staff cared for	2021	0	2026	4	0	1	1	1	1	Progress reports on	Focus Group	Quarterly	Quarterly implementati	Quarterly.	Agriculture, Livestock and

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	and supported *This indicator intends to examine number of staffs cared and supported with nutritional diet, refreshment and capacitation.*										cared for and supported staff	Discussion. Inter view		on report		Fisheries Division.
8	Number of corruption cases *This indicator intends to measure the incidence of corruption cases among Agriculture, Livestock, and Fisheries staff*	2021	3	2026	1	0	1	1	1	NA	Progress reports on corruption incidences	Focus Group Discussion. Inter view	Quarterly	Quarterly implementation report	Quarterly.	Agriculture, Livestock and Fisheries Division.
9	Percentage of staff *provided with employment benefits* *This indicator intends to determine the percentage of staff provided with*	2021	50	2026	100	5	10	20	10	5	Progress report on the number of staff who benefited	Focus Group Discussion. Inter view	Quarterly	Quarterly implementation report	Quarterly.	Agriculture, Livestock and Fisheries Division.

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	employment benefits															
10	Percentages of Plant/Animal health maintained *This indicator intends to determine the percentage of Plant/Animal health maintainedinthe community.*	2021	40	2026	85	10	10	10	10	5	Progress reports on Plant/Animal Health	Observation, focused group discussion, and documentation review	Quarterly	Quarterly implementation report	Quarterly.	Agriculture, Livestock and Fisheries Division
11	Percentage of infrastructures *This indicator intends to determine thePercentage of infrastructures*	2021	30	2026	70	5	10	10	10	5	Survey reports on Fisheries infrastructures	Focus Group Discussion. Inter view	Quarterly	Quarterly implementation report	Quarterly.	Agriculture, Livestock and Fisheries Division.
12	Number of irrigated hectors *This indicator intends to determine the number of irrigated hectors*	2021	629.3	2026	1341	142	142	142	142	142	Survey reports on irrigation infrastructures	Focus Group Discussion. Inter view	Quarterly	Quarterly implementation report	Quarterly.	Agriculture, Livestock and Fisheries Division
13	Number of cooperative societies.	2021	28	2026	36	1	2	2	2	1	Documentation report on	Focus Group Discussion.	Quarterly	Quarterly implementation report	Quarterly.	Agriculture, Livestock and Fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	This indicator intends to determine the number of cooperative societies										cooperative societies	Inter view				Division
14	Percentages of a conducive environment to Agriculture, Livestock, and Fisheries staff *This indicator intends to determine the Percentage of a conducive environment for Agriculture, Livestock, and Fisheries staff*	2021	0	2026	50	10	10	10	10	10	Documentation report of Pay list	Focus Group Discussion. Inter view	Quarterly	Quarterly implementation report	Quarterly.	Agriculture, Livestock and Fisheries Division
15	Dietary diversification *This indicator intends to determine the Percentages of Dietary diversification*	2021	2.8	2026	30	4	5	6	7	5.2	Documentation reports on village/wards dietary diversification	Focus Group Discussion. Inter view	Quarterly	Quarterly implementation report	Quarterly.	Agriculture, Livestock and Fisheries Division
16	Number of wards	2021	0	2026	19	19	19	19	19	19	OPD HIV/AIDs	Survey Document	Quarterly	Visitor books Picture	Annually	Community Development

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	provided with awareness creation on HIV/AIDS. *This indicator intends to examinea number of wards that provided awareness creation sessions on HIV/AIDS*										daily registered CTC Registered book Visiting books	review Interview Questioner Checklist		Session minutes, Community development division quarterly and annual activities report		Division
17	Number of staffs capacitated with corruption issues. *This indicator intends to examine number of staff capacitated with corruption issues*	2021	16	2026	25	2	2	2	2	1	Quarterly community development division report	Desk review Checklist	Quarterly	Visitor book Picture Session minutes, Community development division quarterly and annual activities report	Annually	Community Development Division
18	Number of staffs with the conducive working environment. *This Indicator Intents to*	2021	16	2026	25	1	2	2	2	3	Employee list Council Financial reports	Document Review Checklist		Community development division quarterly and annual activities report	Annually	Community Development Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	examine the number of community development division staffprovided with conducive working environment increased															
19	Number of registered groups provided with loan. *This Indicator Intents to assess Number of registered groups provided with loan*	2021	187	2026	350	32	38	40	37	40	Departmental loans ledger books	Document Review Checklist	Quarterly	Number of registered groups provided with loans report, Community development division quarterly and annual activities report	Annually	Community Development Division
20	Percentage of Child abuse and Gender Based Violence in the community. *This Indicator Intents to assess Child abuse and Gender Based Violence in the community*	2021	44%	2026	22%	4	5	5	4	4	Child abuse and Gender Based Violence reports	Observation Survey Focus group discussion Interview Questioners checklist	Quarterly	Community development division quarterly and annual activities report	Annually	Community Development Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
21	Number of beneficial households graduated to self-dependency. *This Indicator Intents to assess the beneficially household graduates to self-dependency.*	2021	15	2026	23	29	20	32	24	28	Beneficiary Household Graduation Register.	Desk review Survey	Quarterly	List /Number of Beneficiary House Hold Report. Community development division quarterly and annually activities report	Annually	Community Development Division .
22	Number of wards provided with awareness creation session conducted on Dietary diversification . *This Indicator Intents to assess the number of wards provided with awareness creation sessions conducted on Dietary diversification*	2021	30	2026	15	15	10	20	14	16	Annually Nutritional survey reports	Observation Survey Focus group discussion Interview Questioners checklist	Quarterly	Community development division quarterly and annual activities report	Annually	Community Development Division
23	Number of infrastructures	2021	9691	2026	14,191	1000	1000	1000			Observation	Council project	Monthly	Project report	Monthly	Pre- Primary and Primary

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	constructed. *This indicator intends to examine a number of infrastructures constructed.*											report				Education Division
24	Performance percentages for STD.VII National Examination. *This indicator intends to examine Performance percentages in STD.VII National examination in Primary schools.*	2021	69.3	2026	90	7	8	5.7	NA	NA	STD.IV National Examination Results	Document Review and Checklist	Annually	Examination results	Annually	Pre- Primary and Primary Education Division
25	Performance percentages for STD.IV National Examination *This indicator intends to examine percentages in STD.IV National Examination in 80 Primary schools.*	2021	84	2026	100	5	6	5	NA	NA	STD.IV National Examination Results	Checklist Document Review and Checklist	Annually	Examination results	Annually	Pre- Primary and Primary Education Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
26	Percentages services. *This indicator intends to examine percentages of services to staffs in working environment.*	2021	26	2026	575	200	200	149	NA	NA	Council reports	Documentary review Checklist	Progressive report	Examination results	Monthly	Pre- Primary and Primary Education Division
27	Percentages of enrolment. *This indicator intends to measure increased percentages of enrolment in Pre and Primary schools.*	2021	18709	2026	37900	6400	6400	6391	NA	NA	Council reports	Documentary	Enrolment reports	Examination results	Annually	Pre- Primary and Primary Education Division
28	Percentage awareness of HIV/AIDS matter increased. *This indicator intends to examine an improved percentage of awareness and Support for HIV/AIDS matters.*	2021	5400	2026	8700	2026	800	200	274	NA	HMIS Annual Report	Documentary review	Annually	Council HIV/AIDS Reports	Annually	Secondary School Division
29	Percentage awareness of corruption	2021	5400	2026	8700	2026	800	200	274	NA	Council Report on	Documentary review	Annually	Council Corruption Reports	Annually	Secondary School Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	matters increased. *This indicator intends to examine the percentage improved in awareness of corruption matter*										Corruption Matter					
30	-Percentage Performance in Form Two National assessment. *This indicator intends to examine percentage performance in Form Two National Assessment*	2021	94%	2026	100	1%	2%	2%	1%	NA	Form two National Examination Reports	Document Review Checklist	Annually	Performance in Form two Examination Report	Annually	Secondary School Division
31	Percentage Performance in National Form Four Examination. *This indicator intends to examine percentage performance in the Form Four Examination*	2021	91.6%	2026	100%	1%	3%	3%	1.4%	NA	Form Four National Examination Reports	Document Review Checklist	Annually	Performance in Form Four Examination Report	Annually	Secondary School Division
32	Percentage Performance in National	2021	100%	2026	100%	NA	NA	NA	NA	NA	Form Six National Examinatio	Document Review Checklist	Annually	Performance in Form Six Examination	Annually	Secondary School Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	Form six Examination. *This indicator intends to examine percentage performance in the Form Six Examination*										n Reports			Report		
33	Number of Form one enrolments increased. *This indicator intends to examine the number of Form One Enrolment increased in15 Secondary Schools*	2021	2,415	2026	4,000	400	400	400	300	85	Council Form one enrolment report	Document Review Checklist Observation	Annually	Examination Results	Annually	Secondary School Division
34	Number of Schools increased. *This indicator intends to examine the number of SecondarySchools increased*	2021	15	2026	19	2	1	1	NA	NA	A council report on the Infrastructure matter	Document Review Checklist Observation	Annually	Council Construction Reports. B O Q report	Quarterly	Secondary School Division
35	Number of Infrastructures increased. *This indicator intends to examine the number of*	2021	6,582	2026	7386	375	255	154	14	6	A council report on the Infrastructure matter	Document Review Checklist Observation	Annually	Council Construction Reports. BOQ reports	Annually	Secondary School Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	Infrastructures increased to 15 Secondary Schools.															
36	Percentage provision of a conducive environment to workers improves. *This indicator intends to examine the Percentage increase in the Provision of a conducive working environment for workers*	2021	94%	2026	100%	2%	2%	2%	NA	NA	Financial Council report Employee List	Document Review Checklist Questioner	Annually	Council services Provision Reports	Annually	Secondary School Division
37	Number of schools provided with meals. *This indicator intends to examine the Percentage increase in Dietary diversification rate in secondary schools increase*	2021	6400	1026	8700	2026	800	200	NA	NA	Council Dietary report	Document Review	Annually	Council Dietary Provision Reports.	Quarterly	Secondary School Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
38	Percentage of HIV/AIDS among OPD cases. *This indicator intends to examine the reduction of HIV/AIDS among OPD cases*	2021	2.3%	2026	2%	2.24%	2.18%	2.12%	2.06%	2%	HMIS monthly reports	Documentary Review Checklist	monthly	Annual HMIS reports	Annual	Health, Social Welfare, and Nutrition Division
39	Percentage of corruption awareness *This indicator intends to determine the Percentage of corruption awareness in Health, Social Welfare, and Nutrition Division*	2021	80%	2026	90%	82%	84%	86%	88%	90%	Community complaints	Documentary Review Checklist	Monthly	Annual PCCB reports	Annual	Health, Social Welfare, and Nutrition Division
40	Percentage of Lymphatic Filariasis *This indicator intends to*	2021	0.01%	2026	0%	0.008%	0.006%	0.004%	0.002%	0	HMIS monthly reports	Documentary Review Checklist	Monthly	Annual HMIS reports	Annual	Health, Social Welfare, and Nutrition Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	determine the reduction of Lymphatic Filariasis cases in the community															
41	Percentage of TB case detection *This indicator intends to determine the detection of TB cases in the community*	2021	5%	2026	10%	6%	7%	8%	9%	10%	HMIS monthly reports	Documentary Review Checklist	Monthly	Annual HMIS reports	Annual	Health, Social Welfare, and Nutrition Division
42	Percentage of skilled and mixed human resources for health *This indicator intends to examine the shortage of skilled and mixed human resources for health*	2021	51%	2026	45%	49.8%	48.6%	47.4%	46.2%	45%	HRH monthly reports	Documentary Review Checklist	Monthly	Annual HMIS reports	Annual	Health, Social Welfare, and Nutrition Division
43	Number of Maternal deaths *This indicator intends to determine the*	2021	1	2026	0	1	1	1	1	0	HMIS monthly reports	Documentary Review Checklist	Monthly	Annual HMIS reports	Annual	Health, Social Welfare, and Nutrition Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	number of maternal deaths in the community															
44	Number of the staff cared for and supported *This indicator intends to examine the number of staff cared for and supported for HIV/AIDS*	2021	0	2026	10	1	3	2	2	2	Quarterly Progress report of on HIV/AIDS	Documentation review Checklist	Quarterly	Quarterly implementation report	Quarterly	Infrastructure, rural and urban development
45	Number of staff capacitated on combating anti-corruption *This indicator intends to examine the number of staff capacitated in combating anti-corruption*	2021	0	2026	**10**	**1**	**2**	**3**	**2**	**3**	Quarterly Progress report on combating anti-corruption	Documentary review Checklist	Quarterly	Quarterly implementation report	Quarterly	Infrastructure, rural and urban development
46	Number of Village boundary conflicts *This indicator intends to determine the number*	2021	5	2026	0	1	2	1	1	1	Quarterly Progress report on village boundary conflicts	Observation Interview Questionnaires	Quarterly	Quarterly implementation report	Quarterly	Infrastructure, rural and urban development

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	ofVillage boundary conflicts among the villages															
47	Number of Surveyed Plots *This indicator intends to examine the number of surveyed plotsin Mbinga Town Council*	2021	12,570	2026	20,000	1486	1486	1486	1486	1486	Quarterly Progress report on survey plots	Observation Interview Questionnair es Checklist	Quarterly	Quarterly implementati on report	Quarterly	Infrastructure, rural and urban development
48	Number of Master plan *This indicator intends to examine the number of Master plan*	2021	0	2026	1	0	1	NA	NA	NA	Quarterly Progress report on the preparation of the master plan	Documentati on review	Quarterly	Quarterly implementati on report	Quarterly	Infrastructure, rural and urban development
49	Percentage of technical assistance and advice to Number of council infrastructure projects. *This indicator intends to examine the percentage of technical assistance and advice to Council infrastructure projects.*	2021	50	2026	100	5	15	10	10	10	Quarterly Project Progress of technical assistance and advice to council infrastructure projects	Documentati on review Observation Documentary review Checklist	Quarterly	Quarterly implementati on report	Quarterly	Infrastructure, rural and urban development

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
50	Percentage of quality projects and provision of performance certificates *This indicator intends to examine the percentage of quality projects and the provision of performance certificates*	2021	50	2026	100	10	15	5	10	10	Quarterly Progress report of quality projects and performance certificates provided	Documentary review Checklist	Quarterly	Quarterly implementation report	Quarterly	Infrastructure, rural and urban development
51	Percentage of Town planning drawings *This indicator intends to examine the Percentage of Town planning drawingsin Mbinga Town Council*	2021	30	2026	80	5	15	10	15	5	Quarterly Progress report on Town planning drawing	Documentary review Checklist	Quarterly	Quarterly implementation report	Quarterly	Infrastructure, rural and urban development
52	Number of staff provided with the conducive working environment *This indicator intends to determine the number of Infrastructures, rural and urban development staff provided with the conducive working environment*	2021	30	2026	100	10	20	15	10	15	Quarterly Progress report of staff provided with the conducive working environment	Documentary review Checklist	Quarterly	Quarterly implementation report	Quarterly	Infrastructure, rural and urban development

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
53	Number of staff supported. *This indicator intends to identify the number of staff supported in HIV/AIDS Care.*	**2021**	1	2026	10	2	2	2	1	2	checklist	Desk Review Checklist	Quarterly	Quarterly implementation report	Supported staff on HIV/AIDS Quarterly report	Industry, Trade, and Investment Division
54	Number of corruption cases reduced *This indicator intends to identify the number of corruption cases reduced.*	2021	5	2026	1	1	1	1	1	N/A	checklist	Desk Review Checklist	Quarterly	Quarterly implementation report	Incidences of corruption Quarterly report	Industry, Trade, and Investment Division
55	Number of wards supported skills. *This indicator intends to identify the number of wards supported skills.*	2021	8	2026	19	2	2	2	2	3	Checklist report	Documentary review Checklist	Quarterly	Quarterly implementation report	Revenue, commodities price, and industry information report	Industry, Trade, and Investment Division
56	Number of staffs provision of working environment incensed *This indicator Intend to examine the percentage of Working environment increased*	2021	1	2026	10	3	3	3	N/A	N/A	Checklist report	Documentary review Desk review	Quarterly	Quarterly implementation report	Revenue, commodities price, and industry information report	Industry, Trade, and Investment Division
57	Council's investment profile document. *This indicator intends to determine investment*	2021	0	2026	1			1				Documentary review Checklist	Documentary checklist	Quarterly implementation report	Investment profile report	Industry, Trade, and Investment Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	opportunities available in the council.															
58	Number of staff supported, *This indicator intends to identify the number of staff supported*	2021	6	2026	2	4	N/A	N/A	N/A	N/A	Council report	Documentary review Checklist	Annually	Quarterly implementation report	Annually	Planning and Coordination Division
59	Number of corruption cases *this indicator intends to identify the number of corruption cases,*	2021	5	2026	1	1	1	1	1	NA	Council report	Documentary review Checklist	Quarterly	Quarterly implementation report	Annually	Planning and Coordination Division
60	Amount of the council budget increased *This indicator intends to examine the amount of council budget increased*	2021	518,520,0 00.00	2026	2,000,000,0 00.00	296,296,00 0.00	296,296,00 0.00	296,296,00 0.00	296,296,00 0.00	296,296,00 0.00	Secondary data and primary data	Documentati on Desk Review Focus group discussion	Annually	Annual report	Annually	Planning and Coordination Division
61	The percentage of development projects increased *This indicator intends to examine the Percentage of development projects increased*	2021	80	2026	100	4	4	4	4	4	Secondary data and primary data	Documentary review Focus group discussion Observation	Quarterly	Quarterly implementati on report	Quarterly	Planning and Coordination Division
62	Number of staff living with HIV/AIDS	2021	0	2026	7	2	2	1	1	1	Progress reports	Documentary review	Quarterly	Quarterly implementati on report	Quarterly.	Waste management and sanitation unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	supported. *This indicator intends to examine the percentage of care and supported staff for HIV/AIDS.*											Questionnaires Checklist				
63	Number of staff capacitated *This indicator intends to determine the percentage of incidence of corruption cases among staff.*	2021	7	2026	0	1	2	1	2	1	Progress reports	Focus Group Discussion. Interview Questionnaires Checklist	Quarterly	Quarterly implementation report	Quarterly.	Waste management and sanitation unit
64	Percentage of solid and liquid waste management. *This indicator intends to measure the percentage of liquid and solid wastes managed in the community*	2021	55	2026	85	61	67	73	79	85	Progress reports	Observation Focus Group Discussion. Interview and documentary review Questionnaires Checklist	Quarterly	Quarterly implementation report	Quarterly.	Waste management and sanitation unit
65	Bleeding sites decreased	2021	40	2026	68	5.6	5.6	5.6	5.6	5.6	Progress reports	Observation. Documentary review, and interview	Quarterly	Quarterly implementation report		Waste management and sanitation unit
66	Percentage of Households and public toilets. *This indicator intends to examine the percentage of standards*	2021	45	2026	80	52	59	66	73	80	Progress reports	Observation, focused group discussion and documentary review Questionnair	Quarterly	Quarterly implementation report	Quarterly.	Waste management and sanitation unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	household and public toilets.											es Checklist				
67	Percentage of premises adhering to health and sanitation compliance. *This indicator intends to examine the percentage of premises adhering to health and sanitation compliances among the community.*	2021	35	2026	75	43	51	59	67	75	Progress reports	Focus Group Discussion. Interview Questionnaires Checklist	Quarterly	Quarterly implementation report	Quarterly.	Waste management and sanitation unit
68	Percentage of staffs' benefits provided. *This indicator intends to examine the percentage of staff provided with statutory benefits.*	2021	50	2026	100	10	10	10	10	10	Progress reports	Focus Group Discussion. Interview Questionnaires Checklist	Quarterly	Quarterly implementation report	Quarterly.	Waste management and sanitation unit
69	*Amount of revenue increased This indicator Intends to examines the increase of revenue from 1.9b to 5b*	2021	1.9b	2026	5b	1.b	1.b	1.b	1.b	1.b	Monthly Revenue Collection Report	Desk review. Checklist Questionnaires Checklist	Monthly	Financial report	Annually	Finance and Accounts units

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
70	Number of Finance and Accounting Unit Staff with conducive working environment *This indicator described the increase of statutory benefits obtained by staff*	2021	60%	2026	100%	60%	70%	80%	90%	100%	Monthly Revenue Collection Report	Interview Checklist	Monthly	Monthly revenue and Expenditure report	Monthly	Finance and Accounts units
71	Percentage of financial management system and controls *This indicator examines the increase in financial management systems and controls.*	2021	40%	2026	80%	10%	10%	10%	10%	10%	Monthly Revenue Collection Report	Desk review. Observation Checklist	Monthly	Systems, Policies, reports	Monthly, Quarterly and Annually	Finance and Accounts units
72	Number of Finance and accounting Unit Staffs capacitated *This indicator identifies the number of staff supported*	2021	2	2026	7	2	2	2	1	NA	Monthly Revenue Collection Report	Documentary review Checklist	Annually	Quarterly report	Annually	Finance and Accounts Unit
73	Number of Corruption Cases	2021	2	2026	7	2	2	2	1	NA	Monthly Revenue Collection	Desk review. Checklist	Quarterly	Quarterly report	Annually	Finance and A counts Units

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S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	This indicator intends to identify the number of staff supported										Report					
74	Number of Staff capacitated on HIV/AIDS infections on HIV/AIDS infections *This indicator intends to identify a number of Government Communication Staff capacitated in HIV/AIDS infections*	2021	0	2026	2	2	NA	NA	NA	NA	GC Monthly Activity report	Desk Review, Documentary Review	Quarterly	GC Quarterly Activity Report	Quarterly	Government Communication Unit
75	Number of Staffs capacitated on Effect of Corruption *This indicator intends to identify a number of Government Communication Staff capacitated on the Effect of Corruption*	2021	0	2026	2	1	1	NA	NA	NA	Monthly Activity report	Desk Review Documentary Review	Quarterly	GC Quarterly Activity Report	Quarterly	Government Communication Unit
76	Percentage of News/Information published	2021	50%	2026	100%	100%	NA	NA	NA	NA	Monthly Activity report	Desk review Observatio	Quarterly	GC Quarterly Activity Report	Quarterly	Government Communication Unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	This indicator intends to examine the percentage of News published on the media											n Focus Group discussion				
77	Government Communication Unit Strategic Plan created by June 2026.	2021	1	2026	1	1	NA	NA	NA	NA	Monthly Activity report	Desk review Observation Checklist	Quarterly	GC Quarterly Activity Report		
78	Number of staff with Conducive working Environment. *This is an indicator intended to measure the number of Government Communication Unit Staff with a good working environment*	2021	0%	2026	100%	10%	10%	10%	10%	10%	Monthly Activity report	Desk Review Documentary review Checklist	Quarterly	GC Quarterly Activity Report	Quarterly	Government Communication Unit
79	Number of audit staff cared *This indicator intends to determine the number of staff cared*	2021	0	2026	5	1	1	1	1	1	HMIS	Documentary review Checklist	Quarterly	Quarterly report	Quarterly	Internal Audit Unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
80	Number of cases *This indicator intends to determine the number of cases*	2021	2	2026	1	0.2	0.2	0.2	0.2	0.2	Number of cases	Interview Questioner	Quarterly	Quarterly report	Quarterly	Internal Audit Unit
81	Percentage of adherence to value for money and Procurement procedures *This indicator intends to determine adherence to value for money and procurement procedures*	2021	65%	2026	100%	20%	20%	20%	20%	20%	Financial report	Documentary review Checklist	Quarterly	Quarterly report	Quarterly	Internal Audit Unit
82	Percentage of effectiveness to internal control system *This indicator intends to determine the effectiveness ofthe internal controls system*	2021	50%	2026	100%	20%	20%	20%	20%	20%	Financial report	Documentary review Checklist	Quarterly	Quarterly report	Quarterly	Internal Audit Unit
83	Number of staff increased *This indicator intends to determine adequacy staff*	2021	2	2026	5	0	1	1	1	0	Financial report	Documentary review Checklist	Quarterly	Quarterly report	Quarterly	Internal Audit Unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
84	Number of staff and Ward Tribunal Members living with HIV/AIDS support at workplace. *This indicator intends to examine the number of staff Ward Tribunal Membersliving with HIV/AIDSat the workplace supported*	2021	25	2026	150	20	10	20	15	15	Monthly Report	Documentary review Checklist	Quarterly	Desk Review Review Interviews	Quarterly	Legal Services Unit
85	Number of Corruption cases. *This indicator intends to examine Number of corruption cases reduced*	2021	30	2026	05	6	4	12	4	4	PCCB Cases report	Interview Questionnaire Checklist	Quarterly	Quarter Report	Quarterly	Legal Services Unit
86	Legal advice and interpretation. *This indicator intends to examine Legal advice and interpretation delivered.*	2021	50	2026	100	20	25	30	15	20	Monthly Report	Documentary review Checklist	Quarterly	Quarter Report	Quarterly	Legal Services Unit
87	Council working	2021	1	2026	2	2	2	2	2	2	Monthly Report	Observation	Quarterly	Desk Review	Quarterly	Legal Services Unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	environment. *This indicator intends to examine working environment is improved*											Checklist				
88	Number of sport center increased. *This indicator intends to examine the number of sport centre constructed*	2021	0	2026	3	NA	NA	1	1	1	Activities plan	Observation Checklist	Annually	Project report	Quarterly	Sports Culture and Arts Unit
89	Percentage of community participation increased. *This indicator intends to identify the percentage s of community participation in sports and games*	2021	35	2026	65%	10%	20%	20%	5%	5%	Mtaa/Village Executive Officer's Report on sports and games	Interview Documentary review Checklist	Annually	Project report	Annually	Sports Culture and Arts Unit
90	Number of tourist attractions increased. *This indicator intends to determine the number of tourism attraction*	2021	3	2026	6	2	NA	1	2	1	Mtaa/Village Executive Officer's Report in tourism attraction	Documentary review Checklist	Annually	Project report	Annually	Sports Culture and Arts Unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
91	Percentage of young talented increased. *This indicator intends to examine the percentage of young talented groups*	2021	40%	2026	60%	10%	20%	10%	20%	NA	Mtaa/Village Executive Officer's Report in the young group	Documentary review Checklist	Quarterly	Young talented registration report	Quarterly	Sports Culture and Arts Unit
92	The number of archives and historical sites increased. *this indicator intends to identify the number of cultural and historical site*	2021	3	2026	6	1	1	2	1	1	Mtaa/Village Executive Officer's Report of historical site	Observation Interview Checklist	Quarterly	Quarterly report	Quarterly	Sports Culture and Arts Unit
93	The number of staff and stakeholders living with HIV/AIDS is supported. *This indicator intends to examine the number of staff living with HIV/AIDS supported*	2021	15	2026	60	15	15	15	15	NA	HMIS monthly report	Documentary review Checklist	Quarterly	Quarterly report	Quarterly	Sports Culture and Arts Unit
94	Percentage of corruption cases reduced. *This indicator intends to*	2021	30	2026	10	3	1	2	1	3	PCCB cases report	Interview Questionnaire	Quarterly	Quarterly implementation report	Quarterly	Sports Culture and Arts Unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	examine the percentage of corruption cases reduced															
95	The number of the staff cared for and supported *This indicator intends to examine the number of the staff cared for and supported with nutritional diet, refreshment, and capacitation.*	2021	0	2026	7	1	1	1	1	NA	Staffs Progress reports	Focus Group Discussion. Inter view Questionnaires Checklist	Quarterly	Quarterly implementation report	Quarterly.	Natural Resources and Environmental Conservation Unit
96	Number of staff capacitated *This indicator intends to measure the incidence of corruption cases among natural resources and environmental conservation staff*	2021	1	2026	7	1	2	2	2	NA	Staffs Progress reports	Focus Group Discussion. Inter view Questionnaires Checklist	Quarterly	Quarterly implementation report	Quarterly.	Natural Resources and Environmental Conservation Unit.
97	The number of staff benefited	2021	1	2026	7	1	2	2	1	1	Staff statutory Progress	Focus Group Discussion.	Quarterly	Quarterly implementation report	Quarterly.	Natural Resources and Environmental

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	This indicator intends to determine the percentage of staff provided with employment benefits										reports	Inter view Questionnaires Checklist				Conservation Unit.
98	Number of hectors conserved *This indicator intends to determine the number of forest and catchment areas hectares conserved from public to community areas.*	2021	40	2026	100	12	12	12	12	12	Forests and environmental Progress reports	Observation, Focused Group Discussion, and documentary review Questionnaires Checklist	Quarterly	Quarterly implementation report	Quarterly.	Natural Resources and Environmental Conservation Unit
99	Tones of bee products produced. *This indicator intends to measure tonnes of quality honey and wax produced, processed, and marketed by Groups, individuals*	2021	4.1	2026	9.2	0.2	0.8	1.2	1.4	1.5	Beekeeping Progress reports	Focus Group Discussion. Interview	Quarterly	Quarterly implementation report	Quarterly.	Natural Resources and Environmental Conservation Unit

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	and institution.															
100	Number of WMT members provided with awareness. *This indicator intends to examine the number of WMT members' awareness created.*	2021	O	2026	12	6	3	3	N.A	N.A	CCW workers reports	Document review.	Quarterly	Quarter implementation reports.	Quarterly.	Ward Executive Office
101	Number of WMT members provided with awareness. *This indicator intends to examine the number of WMT members' awareness created.*	2021	0	2021	12	4	3	2	3	NA	Ward Defense and Security committee.	Document review. Checklist.	Quarterly	District defense and security committee quarter report	Quarterly.	Ward Executive Office
102	Number of Community development projects initiated and supervised. *This indicator intends to examine*	2021	0	2026	19	4	3	5	2	4	Village	Document review Checklist.	Quarterly	Ward quarter activities implementation reports.	Quarterly.	Ward Executive Office

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	number of community development project supervised.															
103	Number of Community policing program established and capacitated *This indicator intends to examine number of community policing programs supervised.*	2021	11	2026	19	2	6	4	3	4	Village/Mtaa executive office	Document review. Desk review.	Monthly	Ward security and defense committee report.	Quarterly.	Ward Executive Office
104	Staff with conducive working environment *This indicator intends to examine a number of ward staff working environments supervised.*	2021	1	2026	19	6	2	3	5	3	Progress reports from WMT	Focus Group Discussion	Quarterly	Quarter implementation reports	Quarterly.	Ward Executive Office
105	Number of Village Mtaa Health Nutritional	2021	0	2026	19	7	5	3	2	2	Village executive office.	Document review.	Quarterly	Ward nutrition compact report	Quarterly.	Ward Executive Office

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		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	day supervised *This indicator intends to examine the percentage of nutrition compact.*															
106	Number of VMT member's created with awareness. *This indicator intends to examine number of VMT members imparted HIV/AIDS awareness.*	2021	0	2026	5	1	1	1	1	1	HMIS report	Documentary review checklist	Monthly	Quarterly implementation report	Monthly	Mtaa Executive Office
107	Number of VMT imparted corruption awareness This indicator intended to examine number of VMT imparted corruption awareness	2021	0	2026	5	1	1	2	1.	N.A	Quarterly report of PCCB	Focus Group Discussion Documentation Review	Quarterly report	VMT Quarterly implementation report	Quarterly.	Village/Mtaa Executive Office
108	Number of community development projects initiated.	2021	515	2026	754	5	5	3	2	N.A	WDC report	Documentary review Checklist	Quarterly	Village/Mtaa quarterly reports.	Quarterly	Village/Mtaa Executive office.

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		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	This indicator intends to examine the Number of community development projects initiated within the community															
109	Number of staffs with conducive working environment *This indicator intends to examine* Number of staffs with conducive working environment	2021	0	2026	5	1	1	1	1	1	E employees' list	Documentary review. Desk review.	Quarterly	VMT report	Quarterly	Village/Mtaa Executive office.
110	Number of supportive services provided *This indicator intends to examine* number of supportive services provided	2021	95.5	2026	100	15	17	33	25	10	Division/unity activities plan	Documentary review. Checklist.	Quarterly	Village/ Mtaa development report	Quarterly	Village/Mtaa Executive office.
111	Number of Village/Mtaa community	2021	49	2026	78	6	12	8	1	2	Defense and security	Documentary review checklist	Quarterly	Village/ Mtaa development report	Quarterly	Village/Mtaa Executive office

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S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	policing established *This indicator intends to examine* Number of Village/Mtaa community policing established										report					
112	Number of Health Nutrition Day commemorated. *This indicator intends to examine* Number of Health Nutrition Day commemorated.	2021	0	2026	78	45	11	10	4	8	Health nutrition report	Documentary review checklist	Quarter	Village/ Mtaa development report	Quarterly	Village/Mtaa Executive office

4.6 Evaluation Plan

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

Table 4: Evaluation Plan

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
A.	The prevalence rate of non-communicable diseases and HIV / AIDS infections.	Service Delivery Survey	This study intends to assess the awareness of non-communicable diseases and HIV/AIDS Infection among council employees and the community	*Methods:* Interview, Focus Group Discussion, Documentary review and Observation *Instruments:* Questionnaire, Checklist, Suggestion Box,	June 2026	All division and unit	Service Delivery Survey Report. Non-communicable diseases and HIV / AIDS Survey Report. Voluntary and Counselling assessment report.
	HIV infection rate	Survey	This survey study intends to examine new cases of HIV in the council	*Methods:* Interview, Focus Group Discussion, Documentary review and Observation *Instruments:* Questionnaire, Checklist, Laboratory test	June 2024	Health, Social Welfare, and Nutrition Services Division.	Survey report
B	The prevalence rate of corruption incidences	Service Delivery Survey, and Desk Review	This study aims to assess the level of corruption incidence among council	*Methods:* Interview, Focus Group Discussion, Documentary review and Observation	June 2026	All division and unit	Service Delivery Survey report

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
B			employees and communities	*Instruments:* Questionnaire, Checklist, Suggestion Box and Complain desk			
	Level of community perception on corruption incidences.	Survey (corruption awareness survey)	The survey intends to assess the level of community awareness of corruption incidences.	*Methods:* Interview, Focus Group Discussion, Documentary review and Observation *Instruments:* Questionnaire, Checklist, Suggestion Box and Complain Desk	June 2026	All division and unit	Service delivery survey report
	The adherence rate to the good governance principle Rate of corruption incidences	Council staff Survey	This indicator intends to examine the council staff's adherence to good governance principles	*Methods:* Interview, Focus Group Discussion, Documentary review and Observation *Instruments:* Questionnaire, Checklist, Suggestion Box and Complain Desk	June 2024	Administratio n and Human Resources Management	Survey report
C	The literacy rate among communities	Survey	The survey aimed to assess the literacy rate among communities	*Methods:* Interview, Focus Group Discussion and Documentary review. *Instruments:* Questionnaire, and Checklist.	June 2026	Pre-Primary Education and Secondary Education division	Survey report
	Living standard conditions	Survey	The survey aimed to track the living standard condition of the community	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2026	Pre-Primary Education and Secondary Education division	Survey report NBS survey report

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
C	Rate of access to quality social services	Social Services delivery survey	The survey aimed to establish social services delivery surveys	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2026	Pre-Primary Education and Secondary Education division	Social services delivery survey report
	Rate of poverty among communities	Survey	The survey intends to track the poverty rate among communities.	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2026	Pre-Primary Education and Secondary Education division	Survey report
D	Infrastructure sector contribution to GDP	Desk Review	This study intends to assess how much the infrastructure sector contributed to GDP	*Methods:* Observation and Documentary review. *Instruments:* Checklist	June 2026	Planning and coordination division	Desk Review report
	Accessibility and coverage	Desk Review	This study intends to assess the accessibility and coverage of the Socio-economic infrastructure network within MTC	*Methods:* Interview, Observation and Documentary review. *Instruments:* Checklist	June 2026	Planning and coordination division	Desk Review report
	Standard of infrastructure	Desk review	This study intends to assess the standard of infrastructure	Observation Focus group discussion Literature review/document ary review	June 2026	Planning and coordination division	Desk Review report
	Investment rate	Desk review	This study intends to assess the status of investment in the council	*Methods:* Interview, Observation and Documentary review. *Instruments:* Checklist	June 2026	Planning and coordination division	Desk Review report

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
E	The adherence rate to good governance principles	Desk review	This study intends to assess the extent of the adherence rate to good governance principles	*Methods:* Interview, Observation and Documentary review. *Instruments:* Checklist	June 2024		Desk Review report
	Rate of corruption incidences	Desk review	This study intends to assess the rate of corruption incidences	*Methods:* Interview, Observation and Documentary review. *Instruments:* Checklist	June 2024		Desk Review report
F	Life expectancy rate	Desk Review	This study intends to assess the life expectancy rate of the Community	*Methods:* Interview, Observation and Documentary review. *Instruments:* Checklist	June 2025	Community Development Division TASAF Unit Economic and Planning Division	Desk Review Report
	Gender violence rate	Survey	This study intends to assess the gender-based violence rate in the community	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2023	Community Development Division. Gender Desk Secondary and Primary Education Health Division	Survey Report
	Social wellbeing rate among communities	Survey	This study intends to assess the social well-being rate among communities	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2025	TASAF Unit Community Development Division Economic and Planning Division Health Division	Questionnaire Report Desk Review Report
	Employment rate	Desk Review	This study intends to assess the employment rate in the community	*Methods:* Interview, Observation and Documentary review. *Instruments:*	June 2024	Community Development Division Economic and Planning Division	Questionnaire Report Desk Review Report

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
F				Checklist			
	Housing condition	Survey Questionnaire	This study intends to assess housing conditions community	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2025	TASAF Unit Economic and Planning Division	Questionnaire Report Survey Report
	Social security	Desk Review	This study intends to assess social security in the community	*Methods:* Interview, Observation and Documentary review. *Instruments:* Checklist	June 2025	Community Development Division TASAF Unit Planning and coordination division	Desk Review Report
	The proportion of the population living in marginal condition	Survey	This study intends to assess the proportion population living in marginal condition	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2026	TASAF Unit Economic and Planning Division	Survey Report
G	Biodiversity loss rate	Survey	The survey entails checking the status of biodiversity loss	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2026	Natural Resource and Environment Conservation Unit	Survey report
	Effluent discharge standards	Effluent quality monitoring	The monitoring entails conducting laboratory analysis to	*Methods:* Water sample analysis *Instrument:* Checklist	June 2025	Natural Resource and Environment Conservation Unit	Laboratory analysis report

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
G			examine the effluents discharged into the environment				
	Adherence to national environmental laws and principles	Performance Audit	The performance audit aims to assess the enforcement of relevant legislation	*Methods:* Documentary review. *Instrument:* Checklist	June 2025	Natural Resource and Environment Conservation	Performance audit report
	Access to land and water	Land management Audit	The audit aims to assess land accessibility in the community	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2025	Infrastructure, Rural, and Urban Development	Land management report
	Greenness rate	Forest inventory/resource assessment	The aim is to assess and provide information on the quantity and contribution of resources, species abundance, and characteristics of the land in the located forest	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and checklist	June 2025	Natural Resource and Environment Conservation	Forest resource assessment report.
	Water quality standards	Water quality monitoring	The monitoring entails conducting laboratory analysis of water	*Methods:* Water sample analysis *Instruments:* Checklist Water standards	June 2025	Waste management and Sanitation	Laboratory analysis report
H	Town Council GDP rate	Town Council economic Survey	This study intends to assess the aggregate town Council GDP	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire	June 2025	Planning and Coordination division	Economic Survey report

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
H				and Checklist			
	Investment rate	Industrial investment survey	This study aims to assess the town council's industrial investment	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2025	Planning and Coordination division	investment survey report
	Per capita income among communities	Social and economic survey	The study aims to determine per capita income among communities	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2025	Planning and Coordination division	Social, economic survey report.
	Wealth ranking	Social and economic survey	This study aims to determine the ranking of wealth	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2025	Planning and Coordination division	A social-economic survey report
	Urbanization rate	Regional planning and urbanization survey	This study aims to determine the level of town council urbanization	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2025	Urban Development Division	Regional planning and urbanization report

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
I	Disaster recovery and response rate	Desk Review	This study intends to assess the disaster recovery and response rate	*Methods:* Documentary review, Focus Group Discussion *Instruments:* Checklist	June 2025	Natural Resources and Environment Conservation Unit	Desk Review Report
	Disaster deficit index Risk management index	Desk Review	This study intends to assess the disaster deficit index Risk management index	*Methods:* Documentary review, Focus Group Discussion *Instruments:* Checklist	June 2025	Natural Resources and Environment Conservation Unit	Desk Review Report
	Prevalent vulnerability index Disaster risk reduction rate	Desk Review	This study intends to assess the prevalent vulnerability index Disaster risk reduction rate	*Methods:* Documentary review, Focus Group Discussion *Instruments:* Checklist	June 2025	Natural Resources and Environment Conservation Unit	Desk Review Report
Y	Minimum dietary diversity (5/8)	Survey	This survey intends to assess the dietary diversity among under-five children	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2024	Health, Social Welfare, and Nutrition Services Division.	Survey report
	Obesity and adult underweight prevalence rate	Survey	This survey intends to determine the number of obese and underweight OPD Cases	*Methods:* Clinical assessment, Observation *Instruments:* Checklist	June 2024	Health, Social Welfare, and Nutrition Services Division.	Survey report
	Childhood wasting rate	Survey	This survey intends to determine the number of children wasting	*Methods:* Clinical assessment, Observation *Instruments:* Checklist	June 2024	Health, Social Welfare, and Nutrition Services Division.	Survey report
	Childhood stunting rate	Survey	This survey intends to determine the number of child stunting	*Methods:* Clinical assessment, Observation *Instruments:* Checklist	June 2024	Health, Social Welfare, and Nutrition Services Division.	Survey report

No	Outcome Indicator	Type Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
Y	Infant and young child feeding rate	Survey	This survey intends to determine the infant and young child feeding	Clinical assessment	June 2024	Health, Social Welfare, and Nutrition Services Division.	Survey report
	Low birth weight rate	Survey	This survey intends to determine whether infants born with low weight	*Methods:* Interview, Focus group discussion, Observation and Documentary review. *Instruments:* Questionnaire and Checklist	June 2024	Health, Social Welfare, and Nutrition Services Division.	Survey report

4.6 Review Plan

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

Table 5: Review Plan

S/No.	Years	PlannedReview	Time Frame	Responsible Person
1.	Year1: 2021/22	Annual performance review	June2022	Head of the division responsible for planning and coordination
2.	Year2: 2022/23	Annual performance review	June2023	
3.	Year3: 2023/24	Mid-term review	June2024	
4.	Year4: 2024/25	Annual performance review	June2025	
5.	Year4: 2025/26	Final MTC-SP Terminal Review	June2026	

4.7 Plan Review Meeting

Plan review meetings involve various meetings that will be conducted to track progress on the milestones, activities, and targets/outputs critical for the achievement of the council objectives. It determines the type of meetings, frequency, designation of the chairperson, and participants in each meeting, as illustrated in Table 9.

No.	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Full council meeting	Four times annually	Mayor	All Councilors and the council management Team(CMT)
2.	Statutory standing committees	Four times annually	Committee chairperson	Councilors and Council Management Team(CMT)
3.	Council management team meeting	12 times annually	Town director	All heads of Division and unit staff
3.	Liquor board	Four times annually	Board chairperson	Board members
4.	Employment board	Four times annually	Board chairperson	Board members
5.	Workers council	Two times	Council chairperson	All employees
6.	Division and unit meetings	Twelve times annually	Head of division and unit	Division and unit staff

4.8 Reporting Plan

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

4.8.1 Internal Reporting Plan

There shall be an internal reporting plan to control the periodic internal reporting system during the plan implementation period. In this case, there shall be six internal reports disseminated to a range of committees; these reports include Council progress reports, council audit reports, council workers report, council fraud, and risk management reports, council finance and administration report, and council procurement report.

Table 7: Internal Reporting Plan

No.	Types of Report	Recipient	Frequency	Responsible Division/ Unit
1	Council ProgressReports	Management Team, Council standing Committee, and full Council	Quarterly	Planning and Coordination Division
2	Council Audit Report	AuditCommittee,	Quarterly	Planning and Coordination Division
3	Council workers report	Workers Board Meeting	Bi-annual	Planning and Coordination Division
4	Council Fraud and risk	Council Management,	Quarterly	Planning and

No.	Types of Report	Recipient	Frequency	Responsible Division/ Unit
	management Reports	Finance Committee		Coordination Division
5	Council Finance and Administration Report	Finance and Administration Committee	Monthly	Finance and Accounts Unit
6	Council Procurement Report	Finance and Administration Committee	Monthly	Procurement Management Unit

4.8.2 External Reporting Plan

The external control of the plan shall involve the external reporting system in which various reports shall be presented to respective heterogeneous authorities. There shall be seven external reports provided to external organs; these include the Council CCM Manifesto implementation report, Council Performance, and Progress Reports, Annual Audited Financial Statements, Council Fraud and Risk ManagementReports, Council Audit Report, Council Procurement Report, and Council Sector Progress Report.

Table 8: External Reporting Plan

No.	Types of Report	Recipient	Frequency	Responsible Division/ Unit
1	Council CCM Manifesto Implementation Report	Commissioner Officer, Regional Administrative Secretary and Ministry Responsible for Local Government	Biannual	Planning and Coordination Division
2	Council Performance and Progress Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Planning and Coordination Division
3	AnnualAuditedFinancialStatements	Regional Administrative Secretary and Ministry Responsible for Local Government, CAG	Annually	Procurement Management Unit
4	Council Fraud and risk management Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Planning and Coordination Division
5	Council Audit Report	Regional Administrative secretary; and Ministry of Finance and Planning	Quarterly	Internal Audit Unit
6	Council Procurement Report	Regional Administrative Secretary and Public Procurement Regulatory Authority	Quarterly	Internal Audit Unit
7	Council Sector Progress Report	Regional Administrative secretary and Ministry responsible for each sector	Quarterly	Responsible for sector Division and Unit

4.9 Relationship between Results Framework, Results Chain, M&E, and Reporting

4.9.1 Level 1-Inputs

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

4.9.2 Level 2 -Activities

The second level of the results chain focuses on realizing activities in the Strategic Plan and the linkage between activities and outputs. At this level, indicators will focus on processes, activity programming, and timeliness of implementation. Activities will be reviewed on a weekly, monthly, or quarterly basis and will be reported in the respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality, and if they are not contributing to outputs.

4.9.3 Level 3 - Outputs

The third level of the results chain tracks the realization of the outputs that the council produces and which are attributed solely to the council. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis, and review of the outputs, milestones, and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are contributing to the outcomes and will inform corrective action if the outputs are not being delivered on time, to the expected quality, and are not contributing to planned outcomes.

4.9.4 Level 4 - Outcomes

The fourth level of the results chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to the council alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the five-year outcome report. The annual reports and the five years outcome reports will be based on either sector or specific analytical/ evidence-based studies using national statistics. The reports will focus on benefits delivered to the council's clients and other stakeholders.