



**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE REGIONAL ADMINISTRATION
AND LOCAL GOVERNMENT
MLIMBA DISTRICT COUNCIL**



COUNCIL STRATEGIC PLAN 2021/2022– 2025/2026

P.O.BOX 263

MLIMBA

MOROGORO

TEL: 023 - 2931523

Fax: 023 - 2931513

E-mail : ded@kilomberodc.go.tz

E-mail: psded@kilomberodc.go.tz

Acknowledgement

The Mlimba District Council would like to thank all stake holders for their kind and resourceful contributions in the success of preparation of this important document. The preparation of Mlimba District Strategic Plan could not have been possible without the cooperation from different stakeholders, individuals, and community whose effort have contributed to successful completion of the document. We would like to extend our sincere gratefulness to Regional Secretariat through Planning and Coordination Section for their good consultancy and advice on the preparation of this document. We feel obliged to give thanks and register our appreciation to various institutions existing in the Council for providing required data which were used in preparation of this document. Last but not least, we wish to give a word of gratefulness to all the people in the Council whose curiosity, effort and encouragement have enabled us to complete this work without forgetting all non-government organizations, community-based organizations and faith based organizations.

PREFACE

Mlimba District Council has prepared strategic plan in order to provide significant and sufficient plans in various sectors like private sector as well as community, detailed participatory surveys, consultations which need to be carried out in Mlimba district. The main objective of preparing this document is to have Council integrated development strategy which will become a yard stick towards empowering communities and the people in meeting their basic needs through effective social and economic services, and hence reducing the level of poverty in the Council. In arriving at this stage, I presume the major emphasis has to be put in capacity building for providing effective, efficient, quality, affordable and equitable social and economic services in Mlimba District Council. In a nutshell, may I emphasize that this strategic plan is of great value and important to us as council. The strategic plan in this document has been discussed in five chapters giving adequate information about the Mlimba District Council as a public organization obliged to deliver public social services to its people. Chapter one discusses about the history of Mlimba District and other administrative issues, chapter two discusses about the situation analysis, chapter three discusses about vision, mission and objectives of the council, chapter four discusses about strategies and targets, and chapter five discusses about performance indicators. Finally, it contains organisation chart, summary of the core elements of the strategic plan (references data, long tables, maps, and drawings) and key indicators

EXECUTIVE SUMMARY

The 2021/2022 to 2025/2026 Strategic Plan for Mlimba District Council is the first of its kind since it has integrated and translated the objectives of the PSRP II and the First Five Year Development Plan (FYDP III). The purpose is to improve the service delivery, conducive environment for private sector to lead economic development within the council. However, the council managed to review its Currently Strategic Plan by using Self-Assessment Workshops with different stakeholders. The results of this assessment categorised into important areas as follows: Aspiration on mission and vision; System and infrastructure; Organisational skills; Strategy and Human resources; The Assessment results enabled the Council to review its Vision and Mission reflecting the current demand of its roles.

In order to accomplish the said mission, the Council observes the following core values: Customer Focus, Respect and Integrity, Professionalism, Transparency, Services excellence, Confidentiality, Teamwork and Good Management.

In creating this plan, the first Medium Term Strategy document was consulted and is referred to throughout as major reference document. The Strategic Plan also takes into account the Tanzania Development Vision (Vision 2025), the National Medium Term Strategic Plan and the 2020 CCM Party Election Manifesto.

The Vision, Mission, Objectives and Core Values of Council were derived from a detailed review process including SWOT analysis, Self-Assessment, and Performance Review. Lists of critical issues that need interventions were identified.

To address critical issues, the following sets of Objectives were developed: -

- A. Improved Services and reduce HIV/AIDS infections
- B. Enhance, sustain and effective implementation of National Ant-corruption Strategy.
- C. Improve access, quality and equitable social services delivery.
- D. Increase Quantity and Quality of social services and infrastructures
- E. Enhance Good Governance and Administrative Services
- F. Improve Social welfare, vulnerable, gender and community empowerment.
- G. Improve Emergence and Disaster Management

The implementation strategies are designed to meet each of the above stated objectives. The Council Result Chain consists of outcomes, outputs, activities and inputs which broadly contribute to specific objectives and targets as stipulated in this Plan. A combination of the objectives, targets, activities and inputs in the Strategic Plan and Medium-Term Expenditure Framework Forms Council Result Chain.

This Plan aimed to carry formal reviews during the Strategic Planning Cycle. This will involve carrying out midyear reviews and annual reviews, of which indicators developed to track the implementation status. During each fiscal year, two formal reviews will be conducted. The midyear and the annual reviews will be conducted in December and in June respectively.

In addition to that, evaluation studies have been designed to ensure whether the interventions and outputs achieved have lead to the achievement of the outcomes as envisioned in the strategic plan outputs. A total of two evaluation studies will be conducted during the Strategic Planning Cycle: Training Monitoring Assessment; Training Impact Assessment; Strategic Plan Mid-term and end of Program review; and Review of the effectiveness of Client Service Charters.

STATEMENT OF THE COUNCIL CHAIRMAN

First and foremost, I would like to express my heartfelt gratitude and appreciation to all Development Partners who by one way or another contributed in terms of materials, moral and financial support for the implementation of the planned projects since the establishment of the Council which eventually benefitted and improved Mlimba Community standards of living.

On behalf of Mlimba District council management I wish to take this opportunity to introduce to Mlimba Council Strategic Plan (SP) for the period 2021/22 – 2025/26. Since its establishment, the Council has been formulating and implementing long term and medium-term development plans. This plan includes Medium Term expenditure Framework (MTEF) and Strategic Plans. Operationalization of the SP is through Strategies prepared at Department and Unit levels.

In addition to those aspirations, the main objective of this SP is to be a result-oriented tool aiming at improving provision of services to the community in conformity with:

- ✓ National Development Vision 2025
- ✓ CCM Election Manifesto (2020-2025)
- ✓ Sustainable Development Goals (SDG)

The Council's strategic Plan aims at reducing poverty while increasing the economic growth for the people of Mlimba District.

In order to attain the identified aspirations, Mlimba District will strictly adhere to:-

- ✓ Maintain and facilitate peace, tranquillity, order and good governance in her area of jurisdiction.
- ✓ Promote social welfare and economic wellbeing of all people within its area of jurisdiction
- ✓ Accommodate National Policies and plans for rural development to further social and economic development in her area of jurisdiction.
- ✓ Take necessary measures to enhance environmental protection in order to promote sustainable development.

- ✓ Effect the meaning of decentralization by devolution in political, financial and administrative matters relating to the functions, power, responsibilities and services of all levels at Local Government Authorities.
- ✓ Promote and ensure democratic participation and control in decision making by implementing the planned activities.
- ✓ Establish and maintain reliable sources of revenue and other resources.
- ✓ Control of HIV/AIDS transmission at all levels.
- ✓ Fight against human provocation and abuses such as child labour, female genital mutilation and other human rights violation and humiliation.

However, we still face a number of problems which need to be tackled. Scarce resources remain to be our major limitation among others. Such limitations can be solved by having smart and prioritized projects in our plans.

Moreover, the Council will provide all necessary support both physical and financial to those who are willing to join us in bringing sustainable development for the period 2021/22 – 2025/26.

All in all it is my sincere hope that the envisaged developmental changes will help the council to improve social and economic service delivery to the people of Mlimba District.

Innocent Mwangasa
COUNCIL CHAIRMAN,
MLIMBA DISTRICT COUNCIL.

STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR

This strategic plan reflects the priorities of Mlimba District Council over the next five years, from 2021/2022 to 2025/2026. It is aligned to the Vision 2025, the National Medium-Term Plan and 2020 CCM Election Manifesto. This Strategic Plan aims to ensure public sector facilities are well managed and continue to provide improved services to their clients and to the public at large.

The centre of attention of this Strategic Plan is improving social services, systems, and infrastructure for better, faster socio-economic development of the community and more effective and efficient service delivery. It also aims at achieving accountability, transparency, integrity and responsiveness to the public by making public servants increasingly accountable for results; provision of high-quality service delivery by improving systems and infrastructure through peoples' participation. It also broadly aims to reduce the prevalence and negative impact of HIV/AIDS among citizens and public servants, and includes support services to people living with HIV/AIDS as well as Enhance, sustain and effective implementation of National Anti-corruption strategy.

It is obvious that, most social services, such as education, public health, water, security, extension services in agriculture, animal keeping and fishery and land management alike, are delivered directly to the citizens and clients by public servants. The qualities of these services are therefore largely determined by the knowledge, competence, productivity, honesty, and creativity of public servants. How the Council is structured, on the other hand, influences costs; how public servants are managed determines the work environment, influences performance and provides capacity, incentives, and other enabling factors through which the goals of the Vision 2025 can be realized. Thus, the mobilization and management of the public remains the priority issue to be addressed by the current strategic plan. In recognition of the link between governance, economic growth and improved welfare for the citizens, the major thrust of Council for the next five years is to improve

awareness and accountability to the public on the mobilization and use of own resources in the implementation of this Strategic Plan.

Finally, the Mlimba District Council Strategic Plan for the year 2021/2022 to 2025/2026 has been designed to envision the best experiences of previous Plan. Those experiences are necessary pillars towards a long-term endeavour to improve services delivered by public service institutions to their clients in particular, and to the entire public in general.

Eng. Stephano B. Kaliwa
DISTRICT EXECUTIVE DIRECTOR,
MLIMBA DISTRICT COUNCIL.

LIST OF ABBREVIATIONS

CBO	Community Based Organization
CCM	Chama Cha Mapinduzi
CSC	Client Service Charter
D by D	Development by Devolution
DIP	District Investment Policy
DRMS	District Risk Management Strategy
DP	Development Partners
EMA	Environment Management Act
FYDP III	Third Five Year Development Plan
GMP	Good Manufacturing Processes
GoT	Government of Tanzania
HE	His Excellence
HMIS	Health Monitoring Information System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	Information Communication Technology
MDC	Mlimba District Council
LAN	Local Area Network
LGA	Local Government Authority
LGMD	Local Government Monitoring Database
MDA	Ministry, Independent Department and Executive Agency
MDGs	Millennium Development Goals
MEAs	Multilateral Environmental Agreements
MIS	Management Information System
MKUKUTA	Mkakati wa Kuondoa Umaskini na Kukuza Uchumi Tanzania
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan

M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NSGRP	National Strategy for Growth and Reduction of Poverty
OPRAS	Open Performance and Review Appraisal System
RAS	Regional Administrative Secretary
SDS	Service Deliver Survey
SMART	Specific Measurable Achievable Realistic Time bound
SMEs	Small Medium Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
URT	United Republic of Tanzania
WTO	World Trade

CHAPTER ONE

INTRODUCTION

1.1 Background

For the last three years, Mlimba District Council has been implementing its functions and the national development goals such as Tanzania Development Vision 2025, Millennium Development Goals, and Ruling Party Manifesto by using the Strategic Plan developed in 2016. However, in this period Tanzania has undergone various political, social and economic changes and constantly changing stakeholders' needs and requirements in providing quality service due to certain administrative and operational areas have progressed rapidly in the light of modern technology. This compelled Mlimba District Council to review its strategic plan that covered the period from 2021/2022 to 2025/2026 to reflect the changing circumstances; to improve MDC performance, resource allocation efficiency, service delivery value, efficacy and accountability in the five years, starting from 2021. Other reasons include taking into consideration changes and reforms taking place in the national sectorial policies and organizational system of feedback mechanism to improve monitoring and coordination.

This Strategic Plan document was developed through a participatory process in which both internal and external stakeholders were involved through active interactions, analysis, and consensus building to ensure inclusion, broadening of ownership, improved excellence and effectiveness during implementation.

1.2 Role and Functions;

1.2.1 Mandate Functions

Mlimba District council was established with effect from the 5th May, 2020 vide a certificate of establishment and GN 305A under the terms of the provisions of sections 7, 9, 10, 11 and 12 of the Local Government (District Authorities) Act, 1982.

The Council is the result of changing administrative area of former Kilombero District Council thus forming Mlimba District Council. Mlimba District Council is among nine

District Councils in Morogoro Region, other Councils include Malinyi, Ulanga, Ifakara TC, Morogoro District, Morogoro DC, Mlimba and Gairo. Based on Article 148 of Local Government District Authorities Act of 1982 Mlimba District Council like other Local Government Authorities is mandated to play three main functions:

- i. Maintenance of law, order and good governance;
- ii. Promotion of economic and social welfare of the people in its jurisdiction and
- iii. Ensuring effective and equitable delivery of qualitative and quantitative services to the people within its areas of jurisdiction.

In addition to the basic functions, according to Local Government Authorities Act, 1982, all local governments are charged with other functions and duties, as follows:

- i. Formulation, coordination and supervision of the implementation of all plans for economic, industrial and social development in their areas of jurisdiction.
 - ii. Monitoring and controlling the performance of duties and functions of the council and its staff.
 - iii. Ensuring the collection and proper utilization of the revenues of the council.
 - iv. Making by-laws applicable throughout their areas of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction.
-
- i. Ensuring, regulating and coordinating development plans, projects and programmes of villages and township authorities within their areas of jurisdiction.
 - ii. Regulating and monitoring the collection and utilization of revenue of village councils and township authorities.
 - iii. Subject to the laws in force, doing all such acts and things as may be done by a people's government.
 - iv. Making by-laws applicable throughout its areas of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction.

- v. Ensuring, regulating and coordinating development plans, projects and programmes of villages and township authorities within their areas of jurisdiction.
- i. Regulating and monitoring the collection and utilization of revenue of village councils and township authorities.
- ii. Subject to the laws in force, doing all such acts and things as may be done by a people's government.

1.2.2 Geographical Location

Mlimba District is one of the seven administrative districts of Morogoro Region is located on the western side of Morogoro Region. The district lies between latitudes 70°40' and 9°21' South of the Equator and between longitudes 35°20' and 37°48' East of Greenwich. It borders with Mlimba and Morogoro Rural District to the North East, Mufindi and Njombe to the Southwest and Kilolo District to the North, all of Iringa region, Ulanga District to the South East (along Kilombero River) and Songea Rural District of Ruvuma Region to the South.

1.2.3 Land Area and Land Uses

The District covers an area of 6,924.6 square kilometers. The major land uses in the district include: agricultural, residential, commercial, livestock keeping/grazing land, culture tourism and small-scale industries and enterprises and forest reserve.

Most of the district area lies along the Kilombero Valley and part of it in the Rufiji Basin and Selous National Park which extends to the Udzungwa Mountains National Park, covered by Miombo woodlands that rise to about 1700 metres above sea level. The district has 28 permanent rivers which provide high potential for hydroelectric power (Kihansi Hydro power) and large irrigation schemes.

1.2.4 Administration

Administratively, Mlimba District council is divided into two divisions, namely; Mngeta and Mlimba. It has 16 Wards, which include; *Idete, Namwawala, Mofu, Mbingu, Igima, Mchombe, Mngeta, Chita, Ching'anda, Chisano, Kalengakelu, Mlimba, Kamwene, Utengule, Masagati and Uchindile*, 62 villages, 244 sub-villages, and **51,381 households**.

Division	Ward	Village	Hamlets
2	16	62	244

Source: District profile

1.2.5 Population Size and Ethnicity

The Council is currently projected to having a population size of **230,299** people, whereas **116,820** are males and **113,479** are females in **51,381** while the population growth rate stands at 2.7 %. The average family size is 4 persons and the life expectancy is estimated at 52 years based on the 2012 National Population and Housing Census. The indigenous people of Mlimba District are mainly of Bantu origin.

There are three major ethnic groups; the Ndamba, Mbunga and Ngindo. Other minor ethnic groups include Pogoro, Hehe, and Bena. However, in recent years, the immigration of pastoralists and agro-pastoralists like Masai, Sukuma and Barbaigs into

the district has been observed, but also business people from all over the country.

Table 1: Population by Village

S/N	Ward	S/N	Village	Population 2012				Projection 2020			
				Male	Femal e	Total	H/hold s	Male	Fema le	Total	H/hold s
1	Idete	1	Idete	1,153	1,078	2,231	520	1,465	1,370	2,836	661
		2	Idete B	2,340	2,190	4,530	1,055	2,974	2,783	5,757	1,341
		3	Miwang ani	1,508	1,464	2,972	628	1,917	1,861	3,777	798
	Total			5,001	4,732	9,733	2,203	6,356	6,014	12,37 0	2,800
2	Namwa wala	4	Namwa wala	2,861	2,794	5,655	1,146	3,636	3,551	7,187	1,457
		5	Idandu	1,907	1,863	3,770	764	2,424	2,368	4,792	971
		6	Kiseges e	1,295	1,195	2,490	633	1,646	1,519	3,165	805
	Total			6,063	5,852	11,91 5	2,543	7,706	7,438	15,14 4	3,232
3	Mofu	7	Mofu								

S/N	Ward	S/N	Village	Population 2012				Projection 2020			
				Male	Female	Total	H/holds	Male	Female	Total	H/holds
				3,020	2,845	5,865	1,176	3,838	3,616	7,454	1,495
		8	Miyomboni	1,259	1,185	2,444	490	1,600	1,506	3,106	623
		9	Ikwambi	694	669	1,363	297	882	850	1,732	377
		10	Kalenga	297	287	584	128	377	365	742	163
		11	Ihenga	755	711	1,466	294	960	904	1,863	374
	Total			6,025	5,697	11,722	2,385	7,658	7,241	14,898	3,031
4	Mbingu	12	Mbingu	2,657	2,598	5,255	1,260	3,377	3,302	6,679	1,601
		13	Vigaeni	1,647	1,610	3,257	781	2,093	2,046	4,140	993
		14	Chiwachwa	1,009	987	1,996	478	1,282	1,254	2,537	608
	Total			5,313	5,195	10,508	2,519	6,753	6,603	13,355	3,202
5	Igima	15	Mpofu	1,642	1,578	3,220	716	2,087	2,006	4,093	910
		16	Igima	2,728	2,665	5,393	1,254	3,467	3,387	6,854	1,594
		17	Namau mbo	682	666	1,348	314	867	846	1,713	399
		18	Ngajengwa	1,137	1,111	2,248	522	1,445	1,412	2,857	663
		Total		6,189	6,020	12,209	2,806	7,866	7,651	15,517	3,566
6	Mchombe	19	Mchombe	1,933	1,913	3,846	905	2,457	2,431	4,888	1,150
		20	Mkusi	1,160	1,147	2,307	543	1,474	1,458	2,932	690
		21	Nakaguru	773	765	1,538	362	982	972	1,955	460
		22	Lukolongo	2,399	2,302	4,701	994	3,049	2,926	5,975	1,263
		23	Ijia								

S/N	Ward	S/N	Village	Population 2012				Projection 2020			
				Male	Female	Total	H/holds	Male	Female	Total	H/holds
				1,028	987	2,015	426	1,307	1,254	2,561	541
		24	Njagi	1,525	1,379	2,904	736	1,938	1,753	3,691	935
	Total			8,818	8,493	17,311	3,966	11,207	10,794	22,002	5,041
7	Mngeta	25	Mngeta	2,338	2,335	4,673	1,124	2,972	2,968	5,939	1,429
		26	Isago	1,003	999	2,002	481	1,275	1,270	2,544	611
		27	Mkangawalo	2,162	2,075	4,237	837	2,748	2,637	5,385	1,064
		28	Itongoa	1,201	1,153	2,354	465	1,526	1,465	2,992	591
		29	Luvirikila	961	922	1,883	372	1,221	1,172	2,393	473
		30	Kidete	481	460	941	186	611	585	1,196	236
		31	Ikule	2,696	2,554	5,250	1,191	3,427	3,246	6,673	1,514
	Total			10,842	10,498	21,340	4,656	13,780	13,343	27,122	5,918
8	Chita	32	Chita	3,174	3,035	6,209	1,310	4,034	3,857	7,891	1,665
		33	Makutano	1,984	1,897	3,881	819	2,522	2,411	4,933	1,041
		34	Merera	1,695	1,679	3,374	719	2,154	2,134	4,288	914
		35	Idunda	952	911	1,863	393	1,210	1,158	2,368	499
		36	Msita	726	720	1,446	308	923	915	1,838	391
	Total			8,531	8,242	16,773	3,549	10,843	10,475	21,318	4,511
9	Ching'anda	37	Ching'anda	1,190	1,138	2,328	491	1,512	1,446	2,959	624
		38	Lufulu	635	607	1,242	261	807	771	1,579	332
		39	Udagaji								

S/N	Ward	S/N	Village	Population 2012				Projection 2020			
				Male	Female	Total	H/holds	Male	Female	Total	H/holds
				1,241	1,079	2,320	560	1,577	1,371	2,949	712
	Total			3,066	2,824	5,890	1,312	3,897	3,589	7,486	1,668
10	Chisano	40	Chisano	2,009	1,949	3,958	767	2,553	2,477	5,030	975
		41	Mgugwe	939	840	1,779	488	1,193	1,068	2,261	620
	Total			2,948	2,789	5,737	1,255	3,747	3,545	7,292	1,595
11	Kalenga kelu	42	Kalenga kelu	2,161	2,208	4,369	1,023	2,747	2,806	5,553	1,300
		43	Ngwasi	1,440	1,473	2,913	679	1,830	1,872	3,702	863
		44	Msolwa	818	791	1,609	363	1,040	1,005	2,045	461
	Total			4,419	4,472	8,891	2,065	5,616	5,684	11,300	2,625
12	Mlimba	45	Mwemb eni	1,290	1,332	2,622	532	1,640	1,693	3,332	676
		46	Mlimba 'A'	3,600	3,863	7,463	1,783	4,575	4,910	9,485	2,266
		47	Mlimba 'B'	2,586	2,665	5,251	1,261	3,287	3,387	6,674	1,603
	Total			7,476	7,860	15,336	3,576	9,502	9,990	19,492	4,545
13	Kamwe ne	48	Viwanja sitini	2,535	2,589	5,124	1,202	3,222	3,291	6,512	1,528
		49	Matema	1,559	1,561	3,120	765	1,981	1,984	3,965	972
		50	Lumum we	668	669	1,337	328	849	850	1,699	417
		51	Kamwen e	2,095	2,205	4,300	1,047	2,663	2,802	5,465	1,331
	Total			6,857	7,024	13,881	3,342	8,715	8,927	17,642	4,248
14	Utengul e	52	Mpanga	1,707	1,697	3,404	711	2,170	2,157	4,326	904
		53	Ipugasa								

S/N	Ward	S/N	Village	Population 2012				Projection 2020			
				Male	Female	Total	H/holds	Male	Female	Total	H/holds
				627	562	1,189	220	797	714	1,511	280
		54	Iduinde mbo	376	337	713	131	478	428	906	166
		55	Ngalimila	1,504	1,350	2,854	527	1,912	1,716	3,627	670
		56	Utengule	1,256	1,146	2,402	493	1,596	1,457	3,053	627
	Total			5,470	5,092	10,562	2,082	6,952	6,472	13,424	2,646
15	Masagati	57	Ipinde	1,194	1,084	2,278	531	1,518	1,378	2,895	675
		58	Tanganyika	1,315	1,179	2,494	517	1,671	1,498	3,170	657
		59	Taweta	1,209	1,140	2,349	536	1,537	1,449	2,985	681
	Total			3,718	3,403	7,121	1,584	4,725	4,325	9,051	2,013
16	Uchindile	60	Kitete	132	97	229	67	168	123	291	85
		61	Uchindile	689	640	1,329	357	876	813	1,689	454
		62	Lugala	357	356	713	160	454	452	906	203
	Total			1,178	1,093	2,271	584	1,497	1,389	2,886	742
	Grand Total			91,914	89,286	181,200	40,427	116,820	113,479	230,299	51,381

1.2.6 Physical Features

Mlimba District Council has several physical features that are found and describe the District. Physical features in the Council are include different landforms such:

- Mountains and Hills
- Rivers, canyons and Streams
- Plains and Valleys
- Natural forests,
- Waterfalls and Springs,

1.2.7 Rainfall, Temperature and Wind

Generally, the District has high temperatures (hot weather conditions), cool weather

is experienced in the months of June to August with bimodal rainfall patterns. Short rains begin towards the end of November and ends in January or February. Long rains usually start in March and ends in May or June. The average temperature in the District ranges from 26° to 32°C. The average rainfall ranges from 1200 to

1600mm. Mlimba experiences seasonal flooding which causes some parts of the district to be inaccessible during the long rain season.

Agro-ecological Zones

The Council has two major agro-ecological zones including; -

Eastern Zone it includes Division of Ifakara.

- i. The area is potential for paddy, maize, cassava, vegetables and fruits like oranges, mangoes and pawpaw.
- ii. The type of soils is clay, sandy and clay loamy.

Western Zone it includes division of Mngeta and Mlimba

- i. The area is potential for paddy, maize, banana, Cocoa, Sesame, cassava, sweet potatoes, vegetable, fruits and livestock production.
- ii. The type of soils is clay, and clay loamy.
- iii. The flooded areas are mostly fertile due to frequently deposition of organic matter from the highlands.

1.3.0 Main Economic Activities

The main occupation of the people in Mlimba District is agriculture. About 80% of the population are engaged in Agricultural production, which is predominantly for subsistence. However, in recent years it is a transform to be more commercial. Rice, Maize, peas, and Bananas are the main food crops while sugarcane, simsim, sunflowers and cocoa are grown for commercial purposes. Livestock keeping is another economic activity and most livestock keepers are pastoralists and agro-pastoralists. Fishing also regarded as economic activity even though not yet utilized to its full potential. It is undertaken in along Kilombero River and in small swamps found in Kilombero valley.

1.4.0 Process of developing the 2021/2022–2025/2026 Strategic Plan

Development of the Mlimba District Council 2021/2022–2025/2026 Strategic Plan follows the realization that, its successor plan of has expired. In the preparation of

this Plan, participatory approach was used. The process started with capacity building exercise to nineteen (18) heads of departments and units. The capacity building focused on refreshing memories of participants on SP's concepts and how to practically develop a useful Strategic Plan. During the exercise, participants were introduced to various concepts and tools that enabled them to generate information relevant to the design of the SP. The capacity building exercise took a form of planning workshop, which was used to generate data via rapid assessment methodology. This planning workshop took seven (7) days, whereas at the end of each day participants were required to provide a certain output depending of concept and tool they have learnt. At the end of the seventh day, the participants were able to generate all the information needed for writing the Plan.

After the planning workshop, the Planning Team which facilitated the workshop was given opportunity to write the draft plan to be circulated to heads of units and departments for review and validation. The heads of units and departments are expected to give their comments in one-month time, whereas the Planning Team will incorporate the comments to come up with second draft which will be circulated and presented to the Special Councilors' meeting for comments and/or approval.

1.5.0 The Purpose of the Plan

This Plan has been prepared to guide the implementation process in a strategic direction. It is also aimed at creating a common understanding amongst all staff and stakeholders in order to enhance collective contribution in realization of the mission and objectives of the MDC. The Medium-Term Strategic Plan of the MDC also aims at strengthening the institution's actions towards the implementation of its mandate. MTSP forms an important instrument for the development of MTEF, Action Plans, Cash Flow Plans, and Individual Performance Agreements as required by the Open Performance Review and Appraisal System (OPRAS). Therefore, this MTSP is the main guideline in planning, implementing, monitoring, evaluating and reviewing of all MDC operations and a strategic tool for mobilization and management of the MDC resources.

1.6.0 Approach

This MTSP has been prepared using a participatory approach whereby key stakeholders were involved. Within the MDC a number of regular staff meetings were held to discuss and improve the draft document. Various National Planning Frameworks, Strategies and Policies were also consulted during the process. These included Vision 2025, National Five-Year Development Plan III (2021), Medium Term Strategic Planning and Budgeting Manual (MTSPBM).

A workshop comprising a technical team from the MDC Secretariat and experts was conducted to develop a zero draft of the Plan. The draft Plan was then shared with relevant stakeholders.

The process of developing this Plan involved carrying out a situation analysis covering review of the Plan that ended 2016/17, which included performance review, SWOT, PESTEL and stakeholders' analysis. The situation analysis came up with areas for improvement and critical issues that need to be addressed in the Plan. The identified critical issues were the basis for developing Mission, Vision, and Core Values, objectives, strategies, targets and key performance indicators.

1.7.0 Layout of the Plan

This Strategic Plan consists of four chapters. Chapter One covers an introduction to the Plan which includes Historical Background, purpose of Strategic Plan, Approach and methodology as well as the Layout of the Strategic Plan.

Chapter Two covers Situational Analysis, MDC mandate, roles and functions as articulated by the Act. The Chapter also reflects performance review, MDC stakeholders and their expectations, Strengths, Weaknesses, Opportunities and Threats (SWOT) and list of critical issues to be addressed by the MDC.

Chapter Three describes MDC Vision, Mission, Core values and Objectives developed based on critical issues identified in Chapter two. Targets were set for each objective. Key performance indicators were derived as measures of performance towards achieving institutional objectives.

Chapter Four presents the Results Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan and Reporting Plan. The MDC organization structure is attached as Annex I and the Strategic Plan Matrix as Annex II.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 PREAMBLE

This chapter analyses the internal and external environment which have impact on the Council operations. The internal environment focuses on the current situation of nineteen (19) Mlimba District Council result areas, namely: Administration and Human Resources; Agriculture, Irrigation and Cooperatives; Land and Natural Resources; Water; Livestock and Fisheries Development; Health; Community Development, Gender and Youth; Primary Education; and Secondary Education. Other include; Works; Environment and Cleansing; Planning, Statistics, Monitoring and Evaluation; Finance and Trade; Beekeeping; Internal Audit; Legal; Information and Communication Technology Unit (ICT); Election; and Procurement Management Unit. The external environment focuses on review of national vision, policies, and plans; regional initiatives, and international agenda that have

implications on the Councils' operations. The chapter ends with the presentation of the summary of the result of the SWOC analysis.

2.2.0 ANALYSIS OF CURRENT VISION, MISSION AND CORE VALUES

2.2.1 Current Vision and Mission

2.2.2 Current Vision

The vision that was developed by the MDC management and staff in June 2016 was:

“To deliver quality sustainable socio – economic services to the community”

Findings and Way Forward

The current vision has existed for five years (2016/17 – 2020/21). However, it was proposed that necessary amendment should be considered in order to accommodate National programme and strategies.

2.2.3 Current Mission

“To facilitate community development adhered on good governance and accountability in providing top quality services to the local community and other stakeholders”

Findings and Way Forward

The current Mission is found to have missed some contents that will fit to the achievement of the MDC Vision, so needy for amendment.

2.3.0 PROPOSED VISION AND MISSION 2025

2.3.1 Vision

To be a leading transformed council that provides high quality Socio-Economic services for sustainable development of the community.

2.3.2 Mission

To provide high quality services through effective and efficient use of available resources for sustainable development of the community

2.4.0 REVIEW OF RELEVANT INFORMATION

2.4.1 Frameworks Mandate for the Plan

The plan implementation will support the national agenda to which it has

contribution by expediting the mandates for institutional plans such as Tanzania Development Vision 2025, Five Year Development Plan III (FYDP III), Ruling Party

Election Manifesto for the 2020 General Election; Sector Policies and Strategies such as Construction Industry Policy of 2003 and National Road Safety policy. It is important to focus on the functions of the Works Sector, what it wishes to achieve and how it will contribute to the National Long-Term aspiration enshrined, development agenda stipulated regionally and globally including Sustainable Development Goals (2030), The Agenda 2063 – African Union and SADC Vision (2050) that are domesticated into Five Years Development Plan hitherto.

2.4.2 Tanzania Development Vision 2025

Tanzania is one of the countries striving with absolute poverty. The state has developed Development Vision known as Tanzania Development 2025 (TDV 2025). This vision aims at transforming the country into a middle-income country by

2025. The details in the vision indicate that, the transformation is expected to occur

through a gradual industrialization of the currently agriculture-based economy.

The achievement of the TDV 2025 relay very much on National development plans, strategies, supportive policies, plans at Districts and at low level of government, and

commitment of Tanzanians in their respective localities. This Mlimba District Council Strategic Plan 2016/17-20/21 is therefore a useful instrument to achieve the TDV 2025. This calls for all Mlimba District Stakeholders inside and outside Mlimba District to join hand to enable the effective implementation of the plan, which

will ultimately result into realization of TDV 2025.

Findings

- a) High quality livelihood.
- b) Peace, stability and unity.
- c) Good Governance.
- d) Well, educated and learning society
- e) Strong and competitive economy

Way forward

- a) Ensure access to quality reproductive health services for all individuals at all ages
- b) Ensure food self – sufficiency and food security
- c) Ensure team work to accelerate performance
- d) Ensure Political stability within the council – in development projects

- e) Increase public awareness of good governance and rule of law at all levels
- f) Increased accountability and responsibility at all levels.
- g) Create a community with quality education at all levels equipped with requisite knowledge to solve society's problems and meet development challenges hence competitively regional and global levels
- h) Establishment of agriculturally based industrialization geared with the use of new technology at production level, post-harvest and marketing strategies

2.4.3 Five Year Development Plan III

The National five-year development plan 2016/17-2020/21 is the second plan in the

series of plans of the Tanzania Long Term Perspective Plan 2021/22-2023/25. The

theme of this plan is "Nurturing Industrialization for Economic Transformation and Human Development". This transformation is expected to be realized through, among others, fostering economic growth, reducing economic vulnerability, enhancing forward and backward linkages between and within sectors, ensuring positive spill-over effects of skills development and technology innovation, creation

of decent jobs and ensuring environmental sustainability. This being the case Mlimba District Council through its strategic plan 2016/17-2020/21 is committed to working with various stakeholders to ensure that the current five-year development

is realized effectively.

The future we envisage it is the Third Phase Five Year Development Plan (FYDP III III) 2021/22-2023/2025 that will guide Plans and Implementation as analyzed hereunder.

Findings

- a) Achieve middle-income country status
- b) Improve piece stability and unity
- c) Good governance
- d) Educated and learning society

- e) Competitive economy – sustaining growth and equitably shared benefits.

Way Forward

- a) Ensure locally produced goods and services are globally competitive through the use of medium to high technology.
- b) Ensure availability of medicine, medical supplies, reagents, vaccine and pharmaceutical equipment.
- c) Increase production and distribution of nutrition food and sensitize the consumption of local available nutrition food.
- d) Construction and Rehabilitation of health facilities to ensure quality and equitable service delivery.
- e) Ensure team work to accelerate performance
- f) Ensure Political stability within the council – in development projects
- g) Increase public awareness of good governance and rule of law at all levels
- h) Increased accountability and responsibility at all levels
- i) Create a community with quality education at all levels equipped with requisite knowledge to solve society's problems and meet development challenges hence competitively regional and global levels
- j) Improving learning and teaching environment (ensure availability of books, desks, classrooms, toilets staff houses e.c.t)
- k) Establishment of agricultural based industrialization geared with the use of new technology at production level, post harvest and marketing strategies
- l) Identify institutional specific skills gaps and planning for short - term and long - term training in order to fill the gaps.
- m) Establish strategies to raise rare skills in order to enhance competitive economy through exploiting institutional potential natural resources, provisional of basic social services (Health Sector, Education and water services).
- n) Promote and facilitate private investment and private sectors in participation of International Trade.
- o) To increase local manufacturer industries produce currently imported goods.

- p) Ensure sustainable agricultural productivity through value - chain integration to prioritized crops such as Rice, Cashew nuts, Palm and Maize.
- q) Improve accessibility and affordable quality agricultural inputs
- r) Establish income generating projects that are using locally agricultural produced products to enhance council revenue collection. This will further enable the Council to reduce dependence from donors and Central Government Grants.
- s) Improving working environment for teaching staffs (Building staff houses).
- t) Ensure community sensitization on the use of iCHF and NHIF in order to improve Health services delivery.
- u) Increase production and distribution of nutrition food and sensitize the consumption of local available nutrition food.

2.4.4 Ruling Party Manifesto for General Election of Year 2020

2.4.5 Ruling Party Manifesto Priorities

The Ruling Party Election Manifesto (2020) has established six priorities hereunder for the Government to plan for their achievement. They are as follows: -

- a) To protect and strengthening the principles of human dignity, equality, justice and good governance in order to maintain peace unity and solidarity in the country.
- b) To develop a modern integrated, inclusive and competitive economy, established under industrialization, economic services and supportive infrastructure.
- c) To reform agriculture, livestock and fisheries sector to ensure food security sustainable livelihood and to contribute fully to economic development of our region
- d) To strengthen access to quality health care, education, water, electricity and decent housing both in rural and urban areas of our region.
- e) To stimulate the use of research findings, science, technology and innovations to foster social and economic development.
- f) To create at least 8,000,000 (eight millions) employment opportunities through formal and informal sector for the youth.

2.4.6 Other Findings by articles for adoption in thinking ahead

- i. Article 22 (a) to (m): Implementation of the Blueprint for Regulatory Reforms to Improve the Business Environment
- ii. Article 26 (a) to (n): Sustain a creation of enabling environment for full participation in development activities;
- iii. Article 27 (a) to (d): Use opportunities embedded in the blue economy;
- iv. Article 30 (a) to (e):enforce initiatives for improving use of benefits of geographical location;
- v. Article 26 (a) to (n):To ensure the is empowerment of the community

- against any form of poverty;
- vi. Article 32 (a) to (s): Embedded in increasing employment opportunity by improving formal and informal sector
 - vii. Article 34 (a) to (j): Improvement and strengthen of cooperatives unions
 - viii. Article 37 (a) to (n): Embedded in Agricultural revolution by improving Agriculture infrastructure and availability of markets
 - ix. Article 40 (a) to (e): Increased National income through livestock sector by improving extension services and research.
 - x. Article 43 (a) to (q): Strengthening fisheries sector by engaging in use of new technologies in order to have sustainable fishery activities contributing to National Income
 - xi. Article 46 (a) to (m): Government by involving private sector promote industrial sector by encouraging use of new technologies to produce competitive products.
 - xii. Article 49 (a) to (i): Contributing National income by strengthening domestic and foreign markets
 - xiii. Article 55 (a) to (i) Upgrading and enhancing road infrastructure in order to strengthen economy
 - xiv. Article 57 (a) to (j): Improvement of transport infrastructure so as to foster socioeconomic development.
 - xv. Article 61 (c),(d) and (l): Strengthening Information Communication Technology for Human development.
 - xvi. Article 63; Electricity (k) and (l), Fuel and Natural Gas (f): Strengthening energy production so as to promote economy and Industries.
 - xvii. Article 65 (a),(b),(c),(m) and (p): Enabling the community to be part of ownership of mining Industry to increase the income and reduce poverty.
 - xviii. Article 67(a) (iii) and (v), (d),(e) and (f): Widening tourism sector to influence investment therefore to increase National Income.
 - xix. Article 69 (b) (c) (e) (f) (g) and (h) : Enabling the community to manage and protect the natural resources for present and future generation
 - xx. Article 71 (b),(d),(f),(h) and(j) Management and protection of natural history
 - xxi. Article 74; Land management (a),(b),(c),(d),(f),(g),and (i):strengthening land use management for Human development.
 - xxii. Article 76: (a) to (i) Enabling the community to build good residential houses.
 - xxiii. Article 80 (a) to (d): Strengthen education sector in order to achieve sustainable development.
 - xxiv. Article 83 (a) to (ab): Improve health sector to have healthy society that can participate in economic development
 - xxv. Article 84 (a) to (f): Fight against pandemic diseases like CORONA and other diseases by engaging other actors.
 - xxvi. Article 86 (a) to (h): Give priority to nutritional issues.

- xxvii. Article 88 (a) to (h): Strengthen fighting against HIV/AIDS.
- xxviii. Article 91 (a) to (g): Enhance the provision of social welfare services to Elders
- xxix. Article 93 (a) to (n): Improve social welfare for children and their families.
- xxx. Article 95 (a) to (h): Provide enabling working environment to people with disability.
- xxxi. Article 100 (a) to (m): Ensure provision of clean and safe water by 85% in rural areas and 95% in urban areas.
- xxxii. Article 102 (a) to (r): Ensure effective use of science, technology and creativity by exploring available local expert.

Way forward

In cooperation with development actors, to adopt Election manifesto priorities in planning and implementing Interventions which ally with Election manifesto for attainment of desired National development goal.

2.4.7 Speech by Presidents in Parliament

The plan needs an address to the instructive speeches by the Fifth and Sixth Phase

Presidents during meeting of the 12th National Assembly in November, 2020 and April 2021 respectively,

Findings

- i. Protecting and maintaining our National values, that is peace unit and solidarity and our Independence
- ii. Strengthening good governance especially ethical behavior and code of conduct in public service and fight against corruption
- iii. Improving working environment and statutory benefits to all civil servants to match with the reality of Tanzanians life.
- iv. Continue with the efforts to strengthen economic growth.
- v. Ensuring that economic growth benefits all citizens especially increasing of income, reducing poverty and employment challenges.
- vi. Implementing various skills and knowledge development programs
- vii. Open doors for private sectors to negotiate in a win-win situation with Government so as to avoid existing business disputes. The aim being ensuring Tanzania becomes conducive place for business in the world.
- viii. Strengthening main economic sectors specifically Agriculture, Livestock, Fishing, Industry, Mining, Trade and tourism.
- ix. Turning subsistence agriculture into agribusiness, Expand irrigation area, work upon post-harvest loss, by completing construction of crop reservation facilities in various areas in the country by increasing capacity to reserve crops.
- x. Prioritizing strategic cash crops that include cotton, cashew nuts, tea, coffee, tobacco, sisal, palm, cocoa, sunflower and sugar cane.
- xi. The government shall increase effort in growth of horticulture (fruits,

- vegetables, flowers and spices)
- xii. Expand livestock sector so as to make it contribute in economic growth, poverty reduction and reducing unemployment problem.
 - xiii. Promote effort in industrial development that demand raw materials abundantly available in the country (agricultural crops, livestock, and fishing) which creates more employment; and those whose products are highly consumed with the country (clothes, leather products, cooking oil, sugar, cement etc.)
 - xiv. Improving business and investment environment including tax issues and elimination red tapes and bureaucracy.
 - xv. Strengthen market for mineral as well as motivating construction of mineral processing industries and mineral products.
 - xvi. Continue with effort in construction of transport infrastructure and improve transport services including Mlimba airport and expand infrastructure for energy.
 - xvii. Expand electrification of villages which have not yet accessed electricity services.
 - xviii. Continue improving health facilities (Dispensaries, Health centers, and District hospitals) in areas where there were no such facilities.
 - xix. We shall strengthen provision of health specialist professional services so as to meet international standards.
 - xx. To continue with construction and rehabilitation of education infrastructure including schools, classrooms, dormitories, laboratories, libraries, staff offices, staff houses, hostels and conference halls.
 - xxi. To insist in teaching science subjects and mathematics specifically for girl students; whereas we intend to construct one secondary school in each region for teaching science subjects for girls. Put more effort in vocational training.
 - xxii. Ensure proper utilization of funds received for water project in rural areas for water projects.
 - xxiii. To mitigate environmental change issues and climate change;
 - xxiv. Resolving issues concerning special need groups such as elders and people with disabilities.
 - xxv. To deal several chaos among citizens including land disputes, heritage etc. Government leaders starting from village, ward, division, district and regional level to set special time for attending the citizens and resolving chaos.

Way forwards

Mlimba District Council will translate the above national instructive policy intents into District development interventions to ensure the District and other development actor support the Nation in influencing socioeconomic development.

2.4.8 National Sector Policies

All National Sector Policies were reviewed and considered their Objectives and Intents for improvement of socioeconomic development interpretation into reality of life of Mlimba community.

Findings

Mlimba District Council as a subnational level of government is responsible for linkage of national level of government with the community and other development partners, it has a role on behalf of the government to oversee all national sector policies in the. Similarly, it has the role of implementing sectoral policies to the optimal level.

Way Forward

To translate sector policies for the LGAs and ensure that plans are in line with national policies;

Implementation of Development functions in adherence with sectoral policies guidelines in order to enable efficient and effective service delivery to the community.

2.4.9 National Anti-Corruption Strategy and Action Plan Phase III of 2017-2022

This is a cross-cutting initiative to spearhead the fight against corruption in Tanzania. The overall objective of NACSAP III is ensuring that corruption in the country is reduced with focus to the strategic sectors prone to corruption. Public Institutions will be required to develop and implement NACSAP III Action Plans that will address critical governance issues including corruption and maladministration.

Findings

- i. Awareness among staff on ethics and anti- corruption measures has been enhanced;
- ii. Draft of client service charter to improve service delivery has been prepared;
- iii. Integrity Committee of the Ministry (Works) established;
- iv. Complaints handling desk established;
- v. Transparency and accountability in implementing government functions have been enhanced.

Limitations

Insufficient funds for implementation of Anti-corruption strategy.

Way Forward

- i. Strengthen measures to comply with public interest as well as value for money;
- ii. Preparation of Anti-corruption strategic and operational Plans;
- iii. Ensure there is compliance with laws, regulations, procedures and professional code of ethics and conducts;

2.4.10 National Multispectral HIV and AIDS Strategy and None Communicable Diseases (NCD).

This is a cross-cutting initiative to spearhead the HIV and AIDS Strategy and Mitigation of Life Style Exacerbated Diseases as NCD in Tanzania. The overall objective of is ensuring that new infections are minimized and services to those who declared their status are availed to keep them productive at Work as usual. Public Institutions will be required to develop and implement workplace programmes that will address side effects in the RS Mlimba.

Findings

- i. Implementation of HIV/AIDS and None communicable Diseases program in Mlimba District
- ii. Monitoring of implementation of HIV/AID and None communicable Diseases in program in the District
- iii. Three zeros (Zero new HIV infection, Zero discrimination, Zero AIDs related Death by 2030)

a. Way Forward

- iv. Implement a Continuum care, treatment and support to PLHIV in Mlimba District
- v. Develop and implement HIV/AIDs programs in behavior change

2.4.11 National Public Private Partnership (PPP) Policy, 2009

Mlimba District council recognizes the role of private sector in bringing about socio-economic development through investments. Public-Private Partnership (PPP) frameworks provides important instrument for attracting investments. Indeed, Public-Private Partnerships (PPPs) have been identified as viable means to effectively address constraints of financing, management and maintenance of public goods and services

Findings

- i. Investment Opportunities and Promotion
- ii. Awareness Creation on PPP
- iii. Capacity Building and Technological Transfer
- iv. PPPs Coverage in Marginal Areas
- v. Empowerment of citizens

Way Forward

- i. The Council will strengthen guidance to private sector participation in PPPs to broaden investment opportunities, innovation and technology transfer.
- ii. The Council will strengthen communication strategy for awareness creation and consensus building for acceptance of PPPs and their outcomes by all stakeholders including government leaders, parliamentarians, public officials, investors and the general public.
- iii. In this process, all stakeholders will also be educated on the benefits of PPPs and associated costs and risks.
- iv. The Council will design and implement a strategy for development of human resources in PPPs by encouraging interventions for technological transfer including promoting research and development (R&D) in PPPs.
- v. The Council will put in place an enabling environment to attract PPPs in marginal areas.
- vi. The Council will put in place enabling environment for PPPs to be an instrument of economic empowerment to support National Economic Empowerment Policy

2.4.12 Small and Medium Enterprise Development Policy 2002

There has been an expansion of SMEs for income and employment generation following the adoption of economic reforms creating some space for the self-employment and private sector activities. This growth would have been higher if the business environment and Government policies had provided deliberate incentives to the development of this sector.

Findings

- i. In Tanzania, the Small Medium Enterprise (SME) sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest 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 lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services.
- ii. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have been due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies.

- iii. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation.

a. Way Forward

- iv. The Council will identify SME operating in the District.
- v. The Council will identify areas for business operation
- vi. The Council will facilitate them by linking with financial institutions for soft loans facilities.
- vii. The Council will link them with other market for their business operations

2.4.13 National Agriculture Policy 2013

The importance of agricultural sector in the economy need to be over-emphasized based on its relationship between its performance and that of key economic indicators like GDP and employment. Since this relationship is there to stay for some time to come, justifies the argument that any attempts to improve living standards of the people must be given particular attention to increased production and productivity in the agricultural sector.

Findings

Main focuses of the National agricultural sector are as follows: -

- i. Increase production, productivity and profitability from utilization of the factors of production (land, labour and capital);
- ii. Enhance national food security through production of sufficient quantity and quality of food;
- iii. Improve agricultural processing with a view to add value to agricultural products and create jobs;
- iv. Enhance production of quality products in order to improve competitiveness of agricultural products in the markets;
- v. Increase foreign exchange earnings from exportation of agricultural products;
- vi. Provide enabling environment to attract private sector investment to take advantage of existing comparative and competitive advantages;
- vii. Strengthen agricultural support services (research, extension and training);
- viii. Strengthen inter-sectoral coordination and linkages to increase efficiency and effectiveness;
- ix. Protect and promote integrated and sustainable utilization of agricultural lands; and

- x. Promote implementation of cross cutting issues in agricultural undertakings

a. Way Forwards

- xi. To improve involvement of agricultural and research institutions in the provision of technical assistance to peasant and large scale farmers.
- xii. To establish agricultural demonstrations farms in each village and strengthen agricultural services
- xiii. To strengthen agricultural irrigation schemes
- xiv. To strengthen ware houses for agricultural crops
- xv. To establish agricultural processing industries so as to ensure value addition for the product
- xvi. To establish markets for agricultural products in all schemes

2.4.14 National Health Policy, 2009

The National Health Policy is aimed at providing direction towards improvement and sustainability of the health status of all the people, by reducing disability, morbidity and mortality, improving nutritional status and raising life expectancy. The policy recognizes that, good health is a major resource essential for poverty eradication and economic development.

Findings

Focusing in building and capitalize in improving the status of health well – being of the citizen and non-citizen within the borders of Tanzania. The policy is parenting policy to all other policies that were established for the purpose of improving health well – being from other spheres of health.

Way Forward: -

- i. Intensify health and social welfare services to disabled groups, elderly people, Most Vulnerable Children and victims of Gender Based Violence in community and health facility level.
- ii. Ensure the availability of drugs, reagents and medical supplies and infrastructures
- iii. To establish the provision of health specialized services in Council Hospital level. This includes budgeting for specialized clinics in pediatrics, gynecology, surgery, eye, dental services.
- iv. Strengthening the health care and health care financing in health facility level, this includes designing of income - generation sources. This will be made possible by improving customer care level during health services delivery, improving availability of health commodities, providing specialized services in lower level facilities and intensify the use of GoTHOMIS.
- v. Ensure the increase in construction of Health Centers in wards levels and Dispensaries in Village level and accommodate them with trained personnel for quality health delivery.

- vi. To strengthen provision of Services in Communicable and Non – Communicable, this includes the services related to HIV/AIDS.
- vii. To strengthen short and long term training on Diseases Case Management
- viii. To strengthen health transport systems this includes ensuring the availability of ambulances for referrals and hence reduce maternal related mortality in community level.

2.4.15 National Strategy for Gender Development (NSGD), 2000

The National Strategy for Gender Development is presented in five chapters. ... The aim of the NSGD is to consolidate and speed up implementation of the Women and Gender Development Policy 2000, which strives to redress gender gaps and inequalities between men and women

Findings

The National Strategy for Gender Development (NSGD) highlights the major issues of concern to gender equality while exposing the challenges ahead. It thus provides guidance on interventions to be made and identifies roles of various actors and Stakeholders.

Way forward

To promote gender equality and equity encounter the following

- i. Empowerment of both women and men equally on the basis of merit;
- ii. Ensuring that macro and micro policies are gender sensitive;
- iii. Ensuring that the Legal Framework is gender sensitive;
- iv. Strengthening institutional mechanisms for gender development;
- v. Ensuring sustainable partnerships and collaboration;
- vi. Ensuring that adequate resources are available to address gender inequalities.
- vii. Ensure implementation of Council Gender Related Budget

2.4.16 Community Development Policy, 1996

The concept of community development refers to those measures which enables people to recognize their own ability to identify their problems and use the available resources to earn and increase their income to build better life for themselves.

Findings

Community development policy (CDP) aim to enable Tanzanians as individuals or in their families and/or groups /associations to contribute more to the government objectives of self-reliance and therefore bring about development at all levels and finally the nation as whole.

Way Forward

- i. Eradicating poverty through involving those responsible for bringing about community development by
- ii. Advising and training individual families and household.
- iii. By encouraging groups or cooperative productive activities.
- iv. Consolidating the informal sector by encouraging economic activities, industries, small businesses and production in groups both in urban and rural areas.
- v. Respond to and meeting the needs of special groups of women, children and Youth.
- vi. Expand and develop rural infrastructure by mobilizing people to construct both the infrastructure and other works similar to nature.
- vii. Improving rural and urban environment through programmes for planting trees and forests in households, village and wards .
- viii. Strengthening local government so that they can provide expertise required to guide and promote development in different communities.
- ix. Mobilization of the community to participate in development activities

2.4.17 Education and Training Policy, 2014

This Education and Training Policy of 2014 is the outcome of the review and finally repeal of the Education and Training Policy (1995), Vocational Education and Training Policy of (1996), National Higher Education Policy (1999) and ICT Policy for Basic Education of (2007). Following the National Development Vision 2025 and the National Long Term Development Plan 2011/12 to 2024/25, the Government aims at building an educated society which is eager to learn.

Findings

The policy has identified issues which the Government in collaboration with education and training stakeholders will put more emphasis on providing favorable environment for attaining the goals of the development plans. The policy contains the following key components: -

- i. The improvement of the quality of education and training structure that they meet the needs for National development.
- ii. Promote the use of Kiswahili and English languages, sign language and other foreign languages in education and training.
- iii. Improve the quality of assessment structure, evaluation and issuing of certificates at all levels.

- iv. Strengthen the management and administrative capacity in the education and training sector.
- v. Broaden the scope for financing education and training.

Way Forward

- i. To increase opportunities for children to access education through construction of more educational infrastructures
- ii. To improve access to Quality and Equitable Education Services Delivery
- iii. To improve access of education for female students through constructing District special boarding school for them which will create enabling conducive learning environment.
- iv. To improve learning centers for Adult and technical Education
- v. To strengthen students' participation in Cultural, Arts, Sports and Games at all levels.

2.4.18 National Livestock Policy, 2006

The overall objective of the National Livestock Policy is to develop a competitive and more efficient livestock industry that contributes to the improvement of the wellbeing of the people whose principal occupation and livelihood is based on livestock.

Findings

- i. Increase production, processing and marketing of livestock products to meet national nutritional requirements.
- ii. Increase income generation from livestock so as to improve standards of living of people engaged in the livestock industry.
- iii. Increase the quantity and quality of livestock, and livestock products as raw materials for local industry and export.
- iv. Integrated and sustainable use and management of natural resources related to livestock production in order to achieve environmental sustainability.
- v. Strengthen technical support services, develop and disseminate new technologies.
- vi. Develop human resources including livestock farmers.
- vii. Promote production of safe and quality foods of animal origin in order to
 - a. safeguard consumers.

Way forward

- i. Create awareness to local farmers on the best livestock sector practices

- ii. To improve environment for investors to collaborate with the district to construct livestock's processing industries.
- iii. To strengthens District Livestock Identification System such as ear tagging and ear marking or notching as a mandatory requirement to improved management.

2.4.19 National Environmental Policy, 1997

Findings

- i. It aims to sensitize communities and other stakeholders in all levels on the importance of establishing gender balance in environmental management committees, to protect and preserve their surrounding and environment
- ii. It also targets to foster commitment in integration of environmental concerns in the sectoral policies and investment decisions, meeting of long-term sustainability of the environment, planning and coordinate at multisectoral levels
- iii. Moreover, increases environmental protection and conservation measures and ensures human and economic development

Way Forwards

- i. Strengthening community participation in environmental conservation through regeneration of natural plants.
- ii. Enforcement of Environmental Laws

2.6.0 Performance Reviews (Achievements, failures and the way forward for each Objective for past Strategic Plan);

OBJECTIVE A: HIV/AIDS Infections Reduced and Supportive Services Improved

The purpose of this objective was to reduce infections of HIV/AIDS pandemic and increase services offered by the Ministry. HIV/AIDS has adverse effect on Human health and affects current and future performance of the construction sector by lowering productivity of human resources.

Achievements

- i. HIV/AIDS and STIs prevalence reduced from 3.7% to 2%
- ii. HIV/AIDS prevalence reduced from 3.7% to 2%

Challenges

Insufficient funds led to low implementation of the Council HIV/AIDS Programmes at workplace. Also, self-stigma of staff infected with HIV/AIDS and insufficient fund provided for support reduce number of declared staff for care and support services.

Way forward

- i. Ensure accessibility of blood collection and screening at facility level
- ii. Awareness to community on importance of attending PMCTC checking their health status
- iii. Ensure trained health care providers are available on PMTCT
- iv. to continue sensitizing staff to undertake voluntary counselling and HIV Testing (VCT), Non-Communicable diseases and Hepatitis B and moral support to the infected staff.
- v. To develop HIV/AIDS Strategy that includes extended care and support to staff living with HIV/AIDS and awareness programs to reduce stigma and discrimination.

Objective B: Effective implementation of National Anti-Corruption Strategy Enhanced and Sustained

The Council set this objective in order to address corruption which is one of the critical problems affecting national development in all sectors particularly construction sector as it reduces trust, accountability and quality of service delivery to the public.

Achievements

The Council conducted awareness campaigns to fight corruption and unethical behavior within the organization. It also, established Ministerial Ethical Committee, Ministerial Ant – Corruption strategy and mechanisms for handling complaints within and from the public was prepared.

Challenges

Inadequate funds to conduct Anti-Corruption awareness campaigns.

Way forward

Conduct more awareness campaigns on Anti-corruption and unethical behaviors.

Objective C: Improve access, quality and equitable social services delivery

The purpose of this objective was to help proper implementation of projects, programmes and its respective activities

Achievements

- i. Pass rate in form II National Examination increased from 92.44% to 93.14%
- ii. Pass rate in form IV National Examination increased from 62.23% to 94.49%
- iii. Monitoring and evaluation to 35 secondary schools conducted

- iv. Two A- Level schools constructed
- v. Nineteen Laboratories accomplished in secondary schools
- vi. All schools provided with quality nutrition services
- vii. Pass rate are increased from 78% to 94.93%
- viii. Number of pupils enrolled with special needs increased from 60% to 78%
- ix. Numbers of Pupils joined vocational training schools increased from 25% to 81%
- x. Early child hood classes increased from 86 to 137
- xi. Number of clubs increased from 66 to 80
- xii. Health system for pupils increased from 66% to 100
- xiii. Maternal mortality rate reduced from 69/100,000 to 5/100,000 of live birth
- xiv. Shortage of medicines, medical equipment and diagnostic supplies decreased from 43% to 87.8%
- xv. Infant mortality rate reduced from 8/1000 to 5/1000 live birth
- xvi. Malaria prevalence rate reduced from 41 to 8.4%
- xvii. Prevalence rate of Anemia & Nutritional disorders reduced from 3.6% to 2.0
- xviii. 10,000 Households iCHF enrolled

Challenges

- i. Long walking Distance from home to school
- ii. Insufficient number of Science teachers
- iii. Budget Constraints
- iv. Lack of Laboratory apparatus
- v. Minimal parents' contributions
- vi. Late attendance of pregnant mothers to Health facilities
- vii. Fund insufficiency

Way forward

- i. Construction of Hostels towards secondary schools.
- ii. Government should employ more science Teachers
- iii. Arrange a short-term plan for volunteers to cab the deficit
- iv. Provision of better learning and teaching materials.
- v. Monitoring and evaluation to secondary schools
- vi. Plan and Budget for construction of schools
- vii. Allocate funds for purchasing Laboratory apparatus
- viii. Mobilize Parents contributions
- ix. Provision of teaching and learning materials.
- x. Ensure good and conducive environment for all staffs
- xi. Encourage community to enroll pupils with special needs
- xii. Provision of good and conducive environment for pupils with special needs
- xiii. Encourage community/pupils to join vocational training schools
- xiv. Create awareness to community to ad
- xv. Good learning environment
- xvi. Provision of teaching and learning materials
- xvii. More promotion of school health to pupils
- xviii. Increase number of school health teachers.
- xix. Create awareness to pregnant mothers on timely clinic attendance
- xx. Proper and timely supportive supervision to health care facilities
- xxi. Provision of on job training
- xxii. Encourage maternal audits meetings

- xxiii. Ensure facilities timely buying and ordering of kits for essential medicines, equipment and supplies
- xxiv. Create awareness to pregnant mothers on timely clinic attendance
- xxv. Ensure proper case management on combating malaria cases
- xxvi. Ensure availability of MRDT kits
- xxvii. Ensure availability of ant malaria drugs through the year
- xxviii. Encourage more members from communities to enroll with iCHF with NHIF

Objective D: Increase Quantity and Quality of social services and Infrastructure

Achievements

- i. Five Dispensaries Constructed
- ii. One Health Centre constructed
- iii. 141 classrooms constructed
- iv. Three Hundred and nine pit Latrines Constructed
- v. Seventy four teachers house constructed
- vi. Six Irrigation schemes in construction
- vii. Three hundred thousand, Eighty three hundred and seventy (383,070) tones of paddy produced.
- viii. Total of 495 farmers trained on the use of appropriate agriculture practices to increase productivity
- ix. Ten (10) warehouses constructed
- x. Four markets Completed
- xi. Seventeen (17) co-operatives trained on the marketing strategies
- xii. Access to clean and safe water increased from 69.23% to 76.5%
- xiii. Eleven (11) Community water supply organization formed

Challenges

- i. Budget Constraints
- ii. Financial incapability in implementing Irrigation projects
- iii. The use Traditional agricultural practices limit maximum productivity
- iv. Budget constraints lead to access to small number of trained famers
- v. Insufficient funds
- vi. Insufficient funds to expand rural water network and Distribution

Way forward

- i. Plan and budget for construction of Health centres to all wards and Dispensaries to all Villages
- ii. Allocate more funds to construct classrooms in primary and Secondary schools
- iii. Allocate more funds to construct Pit Latrines to reduce deficiency
- iv. Plan and budget for construction of staff houses
- v. Seek more funds to implement irrigation projects.
- vi. Increase productivity through the use of modern agriculture practices and inputs
- vii. Plan for more Training to famers
- viii. Construct more warehouses and Markets to reduce post-harvest loss and ensure market for farm produced good
- ix. Continue to provide relevant training to all co-operative's societies
- x. Budget and allocate funds for distribution of water in rural areas.

Objective E: Good governance and administration services enhanced

Achievements

- i. Total of 2,150 statutory meeting conducted
- ii. 38 Councilors capacitated on revenue collection, projects initiation and implementation at ward levels
- iii. Council HMIS, LGRCIS, EPICOR, PLANREP are in place
- iv. Council planned activities have monitored
- v. O&OD Planning tool spread to all wards in the council
- vi. 1,411 classrooms constructed and rehabilitated
- vii. Revenue collection increased to 4.2Bil in 2020

- viii. Internal Auditing controls has ensured at all levels in 62 villages
- ix. 16 wards and 62 Village executive officers capacitated on the preparation of Development Plans via O&OD planning tool

Challenges

- i. Non adhering to regulations to few villages in conducting quarterly village General assembly
- ii. Low speed in implementation of Development projects
- iii. Insufficient funds allocated to maintain the systems
- iv. Insufficient funds allocated for M&E activities
- v. Community low awareness on the O&OD tool
- vi. Financial constraint

Way forward

- i. Law enforcement and regulation to the lower levels
- ii. Political leaders ensure mobilization of community in implementing their own projects
- iii. Budget and allocate enough funds for M&E activities
- iv. Ensure sustainability and use of the tool effectively to achieve the objective O&OD
- v. Plan and budget to support more community-initiated projects
- vi. Establish new revenue sources to increase Council Tax base
- vii. Allocate more funds to conduct auditing to all Council facilities
- viii. Continue to provide relevant training to the wards and village staffs

Objective F: Improve social welfare, gender and community empowerment

Achievements

- i. Total of 525 Women, Youth, and Disability groups supported with soft loans of **Tshs.1,937,000,000.00**
- ii. 15,648 Elders identified 13,000 supported with iCHF Cards

- iii. Conflicts reduced from 7% to 3.5% percent
- iv. 259 women groups supported with soft loans Tshs. 661,856,000.00
- v. Community sensitized in all 26 wards forming economic activities
- vi. Total of 337 people with Disabilities protected
- vii. Total of 23 stakeholders' activities have been coordinated
- viii. Community sensitized in 16 wards to initiate and implement their development projects
- ix. 2623 Social Economic groups formed and registered

Challenges

- i. Lack of sustainability of social-economic community-initiated groups
- ii. Insufficient funds to support all Elders
- iii. Low community awareness
- iv. Budget/Fund constraint
- v. Un coordinated stakeholders' activities
- vi. Unsustainability of formed Community Socio-Economic groups

Way forward

- i. Continue to mobilize and create awareness to the community to initiate and implement economic activities to change their live hood
- ii. Allocate more funds to support elders
- iii. Creating awareness to the community to reduce unnecessary family conflicts
- iv. Allocate more funds to support the groups
- v. In cooperate stakeholders' activities to the Council Plans
- vi. Enforce community contribute to the implementation of their projects.
- vii. Sensitize and formulate more Community Social-Economic groups

This objective was formulated for enhancing conducive working environment, improve performance and service delivery. The MDC experienced inadequate skilled workforce and working facilities, insufficient funds to build Capacity of local professionals and low level of employees' motivation. The MDC employed various strategies to address the mentioned challenges

Achievements

The Human resource plan developed and implemented. This improved working environment and reduced staff complaints, which further enhanced performance. In addition, the job satisfaction increased and employee turnover rate decreased. The 's institutional performance increased and service delivery improved. As a result, the level of employee's satisfaction increased.

Constraints

- a) Inadequate funds for monitoring of projects

Way forward

- a) Provide sufficient funds and working tools to staff,
- b) Strengthen Performance Appraisal System,
- c) Strengthen incentive schemes, construct and equip office building for the Ministry in Dodoma.
- d) Strengthen records management system,
- e) Strengthen training programme,
- f) Strengthen Human resource plans and management
- g) Develop Vehicle maintenance programme.

Objective G: Environmental management improved and sustained**Achievements**

- a) Damp site constructed at Ngwasi village
- b) Awareness on refuse collection in 5 wards
- c) Awareness on solid waste management and effects of noise conducted in 3 Wards
- d) EIA for 4 fuel filling stations conducted in Mlimba, Mngeta and Igima wards.
- e) 46 beacons in Mngeta River banks (60m) planted
- f) Training on wetland management to three Primary Schools (Ihenga, Mofu and Chihenga)
- g) Establishment of Water associations (Mngeta, Ruipa and Kihansi).
- h) Four tree Nurseries established in Mngeta, Mchombe and Chita JKT (about 40000) seedlings)
- i) About 2,500,000 trees planted in Uchindile , Utengule, Taweta and Mngeta wards.
- j) 36 Milling Machines, 30 guest houses and 12 local industries were inspected.

Constraints

- a) Inadequate funds for monitoring of projects
- b) Low knowledge to community on Natural and Environmental

Way forward

- a) Provide sufficient funds and working tools to staff,

- b) Community awareness on conservation issues

H: Local Economic Development Coordination Enhanced

Achievements

- a) Preparation of and submission of quarterly reports on implementation of the of Ruling Party-Chama cha Mapinduzi (CCM) Manifesto.
- b) Preparation District social-economic and investment profile.
- c) Preparation of 9 project write-ups for financial support from potential funders.
- d) Data on Opportunities and Obstacles to Development (O&OD) have been collected from all 62 villages.
- e) 63 percent of development projects under implementation have been monitored and supervised.
- f) The capacity of using O&OD methodology at village level in formulating projects has improved from 65% – 80% during the last five years to 75% - 85% in 2021.
- g) Preparation of an investment opportunities guide for the district

Constrains

- a) Delay of financial resources from the central government to fund implementation of various projects;
- b) Late completion of development projects;
- c) Weak coordination among stakeholders

Way Forward

- a) Strengthen our own source Collection to finance development Projects
- b) Reinforce completion of development projects on time
- c) Strengthen coordination among stakeholders

I: Emergency and Disaster Management Enhanced

Achievements

- Capacity for disaster management increased from 30% to 55%

Challenges

- Geographical complications
- Climate change and variability

- Community dependency on forests as the main source of energy and income
- Increased number of livestock in Kilosa District Council

Way Forward

- Provision of precaution to the communities on emergency and disasters management
- To establish forest reserve areas and introduce harvest areas together with tree nurseries for tree replacement

2.7.0 Best Practices and Bench mark

- Establishment of strategic projects to boost Council Own source Revenue (Cashew nut's farming, Tree planting and Palm farming) -Best practices from nearby Councils of Tanga City, Manyoni and Maswa. To mention few issues learned and to be adopted by Mlimba DC: -
- How Manyoni District Council succeeded in establishing contract farming (Cashenuts) -Strategic/Revenue Generating Project.
- Establish youth chalk and packages Industry (Strategic project) - Maswa DC
- Management of Women, Youth and Disabilities groups projects through loans issued by the Council from 10%
- Implementation of Strategic projects using an independent Company

2.8.0 Stakeholders Analysis

The following matrix shows the services offered and expectations for each stakeholder

Table 2. 1: Stakeholders Analysis

S/N	STAKEHOLDER	SERVICE OFFERED	EXPECTATION
1	Community Members	<ul style="list-style-type: none"> • Receiving services • Tax payer • Producers i.e. agriculture 	<ul style="list-style-type: none"> • Delivery of high-quality services, • Economic empowerment,

S/N	STAKEHOLDER	SERVICE OFFERED	EXPECTATION
		productions etc. <ul style="list-style-type: none"> • Man power in implementation of development projects 	<ul style="list-style-type: none"> • Improved living standards • Good governance practices among District council staff.
2	Political leaders (Politicians)	<ul style="list-style-type: none"> • Community mobilization for participation in development matters • Decision makers, • Resource mobilizer • Participation in Monitoring and Evaluation of Development projects • Community representatives Maintain law and peace in the community <ul style="list-style-type: none"> • Employment and disciplinary authority to council staff 	<ul style="list-style-type: none"> • Anticipate the council to support them in addressing people's problems, • The council to provide their statutory rights/benefits. • Improved services to their community • To get relevant data and report on the development activities for planning purposes, • Increase of revenues • Access technical advice from the council staff, • Proper utilization of resources (value for money).
3	Financial Institutions (Banks i.e. World	<ul style="list-style-type: none"> • Linkage to borrowers 	<ul style="list-style-type: none"> • Widen financial

S/N	STAKEHOLDER	SERVICE OFFERED	EXPECTATION
	<i>bank, CRDB, BoT, NMB,)</i>	<ul style="list-style-type: none"> • Custodian of cash/money • Provision of financial technical advice • Facilitate council revenue collection through establishment an integration to council revenue system i.e. POS • Corporate social responsibility • Facilitate saving, • Simplified financial services delivery 	<p>services</p> <ul style="list-style-type: none"> • Sustainability • Make profit • To receive quality services • To get more customers • Mutual trust
4	NGOs, CEMDO, Plan International, USAID, FBOs, Boresha Afya, Lishe Endelevu, Tusome Pamoja	<ul style="list-style-type: none"> • Provision of services to the community • Support development projects • Training • Employment provision • Linked with donors 	<ul style="list-style-type: none"> • Availability of good services • Project sustainability • Good corporation • Conducive working environment
5		<ul style="list-style-type: none"> • Provision of services to the community • Support development projects 	<ul style="list-style-type: none"> • Conducive working environment • Good support

S/N	STAKEHOLDER	SERVICE OFFERED	EXPECTATION
		<ul style="list-style-type: none"> • Training • Employment provision • Linked with donors 	
6	Central Government	<ul style="list-style-type: none"> • Provision of policies, guidelines, and secures, • Provision of financial resource • Provision of technical advice • Employment provision • Supportive supervision • Maintain peace and security • Feedback and Reports • Plan, Budget and Implementation reports • Cooperation 	<ul style="list-style-type: none"> • Build trust • Value for money • All public business to be run based on policies, guidelines and regulations, • Implementation of Policies, Law and Regulations
7	Council's Staff	Provision of high-quality services to the community Project supervision, implantation, evaluation and monitoring of development projects,	<ul style="list-style-type: none"> • Motivation i.e. Timely Salaries • Conducive working environment, • Continue of Community support

S/N	STAKEHOLDER	SERVICE OFFERED	EXPECTATION
			<p>development project</p> <ul style="list-style-type: none"> • Sustainable of existing Mlimba District Council <p>Improve living standards (<i>grow with the organization</i>)</p>
8	Economic operators(Suppliers, contractors, consultants etc)	Timing provision of services based on TOR	Winning tender of Mlimba DC
9	Mass media (<i>Radio, TV, Newspaper</i>)	To inform the community	<ul style="list-style-type: none"> • Good cooperation from the Council; • Transparency • Easy access to public information • Conducive and supportive working environment with the Council
10	Government institutions (<i>PSSSF, NSSF</i>)	Provide social security protection to staff Prove pension	Making profit Getting more members, Good cooperation with the Council
11	Academic Institutions (Colleges, schools,	Conduct research, Training,	Increase enrollment Good cooperation from Mlimba District

S/N	STAKEHOLDER	SERVICE OFFERED	EXPECTATION
	Vocational training)		Council, To get more field attachment opportunities,
12	TANAPA (Udzungwa National Park)	<ul style="list-style-type: none"> • Conservation Natural Resources, ecological sites 	<ul style="list-style-type: none"> • Contribute • Participatory of community conservation <p>Recognition from the community</p>
13	Micro-finance institution (SACCOS, VICOBA, ,)	Provisional of small loans with low interest rates, Financial empowerment to the community members, Facilitation of small business,	<ul style="list-style-type: none"> • To make more profit, <p>Recruit more members,</p>
14	Business Community	<ul style="list-style-type: none"> • Distribution chain, • Tax payer, <p>Support development projects</p>	<p>Make profit Win more customers Expand their business Good environment</p>
15	Telecommunications companies (Tigo, Airtel, Halotel, Vodacom)/Network provider	<ul style="list-style-type: none"> • Networking access (Provision) • Support development activities <p>Facilitate money services i.e. mobile money,</p>	<p>Conducive environment Make profit Increase subscribers, Grow thing</p>

S/N	STAKEHOLDER	SERVICE OFFERED	EXPECTATION
16	Law enforcers ie POLICE, Prison, JWTZ	Translation of laws,	Cooperation with citizen,
17	Government Parastatal (TANESCO, RUWASA, TRA, TARURA, TTCL)	<ul style="list-style-type: none"> • Tax collector • Advisory law • Water supply & Distribution • Infrastructures • ElectriDistrict supply 	<ul style="list-style-type: none"> • To get Revenue • Cooperation <p>To be facilitated financially and Technically</p>
18	Neighboring councils (Ifakara TC, Malinyi DC, Ulanga DC, Mafinga TC)	<ul style="list-style-type: none"> • Cooperation, • Supporting, • Collaboration in disaster management, • Maintain peace and security, Competitors, 	<ul style="list-style-type: none"> • Sharing experience • Good collaboration,
19	International Organization (World Bank, JICA, UN, USAIDS, DIDIF)	<ul style="list-style-type: none"> • Capacity building • Financial support • Monitoring and evaluation of development projects, 	<ul style="list-style-type: none"> • Good cooperation • Conducive environment, • Proper utilization of resources i.e. finance • Meet their conditions, • Anticipate changes/impact of

S/N	STAKEHOLDER	SERVICE OFFERED	EXPECTATION
			their projects Value for money <ul style="list-style-type: none"> • Adhering to policy and regulation • Fairness and Rule of Law
20	Workers unions (TALGWI, CWT,TUTCTA, RAAWU, TUGHE)	<ul style="list-style-type: none"> • Protect workers' rights • Fight for work's rights • Fight for concussive worker environment Represent workers	<ul style="list-style-type: none"> • To win more members • Members benefits and rights adhered
21	Parliament	<ul style="list-style-type: none"> • Approve of budget • Supervision Making laws 	Implementation of laws Value for money

2.9.1 Strength, Weakness, Opportunities and Challenges (SWOC) Analysis

Below is the analysis of Strengths, Weaknesses, Opportunities and Challenges of Mlimba DC

Strength

- i. Presence of qualified and competent personnel
- ii. Passionate, skilled, and dedicated staff
- iii. Participatory and inclusive operational style
- iv. Teamwork, High self-efficacy and Openness to change
- v. Availability of Retention mechanism
- vi. Timely response in delivering services;
- vii. Activities and processes in line with agreed action plans and MTEF

- viii. Adherence to various rules and regulations
- ix. Transparency and clear flow of Information for decision making
- x. Availability of public service policies, legislations and strategies
- xi. Presence of Risk management mechanism tools
- xii. Availability of financial management systems (LGRCIS)
- xiii. Presence of integrated Financial management system
- xiv. Existence of Reporting system and Dedicated Coordination departments of stakeholder's interventions
- xv. Existence of Infrastructures, feeder road, Public buildings, Land use plan
- xvi. Presence of organization structure, Farsighted and committed leadership structure.
- xvii. Presence of Rules, Regulations, standing order committee guidelines and District Council by laws
- xviii. Head of Department/section that are able to guide strategic plan to lead the Office to new heights
- xix. Availability and use of new technologies, such as ICT, in delivering services and communication

Weakness

- i. Inadequate number of staff and unmotivated
- ii. Low levels of creativity and innovativeness
- iii. Slow to appreciate and adapt to changes
- iv. Lack of defined frameworks for reviewing business processes
- v. Some processes are still done manually
- vi. Insufficient office buildings to council's staff
- vii. Delays due to bureaucratic process
- viii. Lack of transparency, Low commitment
- ix. Failure to adequately raise public awareness on development project
- x. Inadequate operationalization of current client service charter
- xi. Laxity to use of systems and procedures
- xii. Failure to accomplish policy decision
- xiii. Minimal integration of systems
- xiv. Few Local finance experts
- xv. Inadequate systems integration and Minimal adherence to plans
- xvi. Possibility of duplicated efforts
- xvii. Minimal compliance to commitment
- xviii. Shorted of some public buildings
- xix. Seasonality of feeder roads
- xx. Insufficient delegation of responsibilities and Delays in decision making

- xxi. Occasional. Mistrust between Department/section and employees.
- xxii. Slow adaptation to changes/reforms and adoption of technological changes

Opportunities

- i. Availability of training opportunities
- ii. Availability and ease of access to needed information and documents
- iii. Availability of human capital in the market
- iv. Presence of Public Sector Reforms
- v. Existence of Human Resource Management Policies, Laws and Regulations
- vi. Existence Trade Unionism
- vii. Existence of human resource Regulators (TSC, PSC)
- viii. Political Will
- ix. Availability of various documents and legislations,
- x. Existence of high-speed internet for improving services.
- xi. ICT Opportunities for automation
- xii. Availability of national and international
- xiii. strategies, sectoral policies,
- xiv. Acts, regulations and Constitution of URT 1977
- xv. Availability of Revenue, Financial Managements overseeing institution and bodies eg. PPRA, CAG and Internal Auditor General
- xvi. Existence of Public Finance Management Act and Regulations
- xvii. Availability and readiness of development partners to fund and support institutional plans and programs
- xviii. Availability Financial institutions
- xix. Availability of public and private institutions
- xx. Support from central Government in coordinating development partners
- xxi. Availability of partnership support
- xxii. Existence of capacity development programs for coordination of development Projects
- xxiii. Availability of infrastructure
- xxiv. Only Few roads are maintained
- xxv. Regularly damage of infrastructures due to flooding
- xxvi. Availability of training opportunities

- xxvii. Possibility of getting exposure through international meetings and exchanges
- xxviii. Availability of Peace and Harmony
- xxix. Good political Will
- xxx. Decentralize decision making
- xxxi. Advancements in technology making conducting of activities easier
- xxxii. Increasing number of technological organizations and training opportunities
- xxxiii. Existence of FBOs with development project
- xxxiv. Availability of arable land
- xxxv. Tourist potential
- xxxvi. Availability of Industrial potential
- xxxvii. Availability of natural resources i.e Forest, Mining and Land
- xxxviii. Financial Institution
- xxxix. Hospitality Potential
- xl. Availability of Environmental Conservation Program

Challenges

- i. Staff turnover and Inadequate remuneration and rewards
- ii. Inadequacy some skilled personnel in labor market
- iii. Frequencies changes in guidelines
- iv. Delay of Employment permit
- v. Public unawareness of the existing processes and legislations
- vi. Slow response of stakeholders e.g. sector ministries
- vii. Bottlenecks in various national and sectoral policies, strategies e.g., PPRA
- viii. Frequent changes in national priorities, Conflicting policies and procedures
- ix. Minimal adoption of community concerns
- x. Untimely/delays in disbursement of funds

- xi. Poor networking with Non-Governmental Organizations
- xii. Setting of budget ceilings not reflecting institutional priorities
- xiii. Cumbersome terms and conditions in accessing loans
- xiv. Use of software packages
- xv. Charges on institutional Financial transaction by Financial Institutions
- xvi. Defaults of Financial Machines(POS)
- xvii. Non-Exposure of Budget
- xviii. Different reporting format
- xix. Existence of unclear boundaries resulted into conflict with neighboring councils e.g. Mufindi DC.
- xx. Lack of final decision in some matters.
- xxi. Meeting changing political expectations and demands
- xxii. Frequent transfers of leaders
- xxiii. Presence of contradiction or conflicting of law i.e. law of marriage.
- xxiv. Presences of traditional practices supporting women and girls subordination.
- xxv. Poor interpretation of some government directives, laws by some individuals and communities.
- xxvi. Keeping pace with changing technological advances
- xxvii. Existing of climate changes.
- xxviii. High poverty level
- xxix. Poor investment culture by the community
- xxx. Change of technology is faster than pace of the community
- xxxi. Cost of the technology is unbarred
- xxxii. Alarming environment degradation
- xxxiii. Legal ignorance

xxxiv. Legal official language Eliminates many communities members

xxxv. Minimal law enforcement

xxxvi. Land disputes.

xxxvii. Invasion of bush Lawyers.

Way forward

- i. Strengthening Human Resource Management and Development;
- ii. Improving institutional human resource Management and Conducting Service Delivery Survey (SDS)
- iii. Employ contractual staffs
- iv. Continually review of institution service delivery business processes
- v. Create public awareness and strengthening communication systems at all Level
- vi. Strengthening of capacity pertaining to systems, procedures and policies
- vii. Reviewing of existing systems, procedures and policies
- viii. Strengthen institutional financial management capacities
- ix. Improve access to funds for institutions performance
- x. Strengthening M&E
- xi. Create conducive working environment for smooth operation
- xii. Improvement of infrastructure;
- xiii. Strengthening disaster preparedness
- xiv. Improve governance;
- xv. Strengthening performance management systems;
- xvi. Strengthening leadership/management styles to fasten decision making process
- xvii. Conduct capacity building to leaders
- xviii. Change mindset to leaders and employees
- xix. Collaborative social Economic mind set change program (GVT & COMMUNITY)
- xx. Change Management Programs at Regional level
- xxi. Strengthen Adult Education
- xxii. Introduce one District one Product and one village one Product
- xxiii. Strengthen Environmental Protection Program

xxiv. Strengthen private sector participation in economic activities

2.10 Recent initiative for improving Performance;

Mlimba Dc has gone recent administrative changes from the former Mlimba Dc of which its major aim was to improve performance and other established Authorities as:

- a. Establishment of strategic projects (135ha. Cashew nuts farm) in order to Increase revenue collection and reduce dependence from central Government and Donor Grants.
- b. Establishing and planting Council Tree farm(2500ha)at Uchindile Ward

Critical Issues

After the organizational scan, the following have been identified as areas of improvement in the next planning and budgeting cycle:

- a. Addressing HIV/AIDS at work place;
- b. Enhance, sustain and effective implementation of National Anti-corruption strategy
- c. Strengthening Human Resource Management and Development;
- d. Improve D by D Policy awareness to public;
- e. Strengthening provision of quality statistics;
- f. Strengthening performance management systems;
- g. Improvement of infrastructure;
- h. Improve financial management system;
- i. Formulation of District Information Communication Technology Policy (ICT-Policy);
- j. Conducting Service Delivery Survey (SDS);
- k. Formulation of District Investment Policy; and
- l. Formulation of Risk Management Strategy.
- m. Improve emergency and disaster management

CHAPTER THREE

1.0 THE PLAN

The objective of this Strategic Plan (SP) is to improve MDC operational performance so that it remains relevant and meaningful to the public and other stakeholders. The SP will enable MDC to address the new challenges and opportunities that will enable the Office to fulfil its mandate and functions of improving the quality-of-service delivery in the community and other thematic areas. Implementation of the Plan is aimed at making MDC a modern and more dynamic organization, which shall consistently be able to:

- Optimally utilize available opportunities and resources;
- Meet individual, divisional and organizational performance targets;
- Enhance employees' competences and adapt to new management skills and professional techniques;
- Manage information effectively;
- Implement effective management systems for monitoring and evaluation; and
- Develop and retain a competent and skilled workforce to drive the changes.

This SP is a management tool, which will be used by the Office in addressing the strategic issues and meet stakeholders' expectations on time. The Plan has been designed to ensure that it is open to ever-changing socio-economic environment in improving services to the public. The Plan is a live tool that can be reviewed and updated whenever the management sees fit or circumstances necessitate. In order to have a proper direction of its initiatives, MDC developed core values in which its staff are expected to demonstrate and adhere for attainment of its goals. However vision and mission statements were developed as guiding principles for achieving our objectives.

VISION AND MISSION 2025

3.1 Vision Statement

To be a leading transformed council that provides high quality Socio-Economic services for sustainable development of the community.

3.2 Mission Statement

To provide high quality services through effective and efficient use of available resources for sustainable development of the community

3.3 Core values

MDC is convinced that key to creating a truly great organization is an commitment to the values that guide its staff's action. MDC will provide services to the public and stakeholders while observing the following core values:

No.	Core Value	Discription
1.	Teamwork	Working together in a cooperative way
2.	Transparency and Accountability	We will be open in all activities to be undertaken in providing high quality service to the communities
3	Loyalty to Government;	Quality and sense of being faithful and committed towards achieving Institutions Objectives
4.	Diligence;	Determination and careful effort. Doing work efficiently to accomplish the Organization goals.
5.	Courtesy to all;	Good manners, Holding the door open for someone. The way institution is acting and behaving to the Clients.
8.	Effective and Efficient utilization of resources	A wisely uses of resources with respect to its availability, quantity, quality etc. i.e. personnel, time, monetary and non-monetary resources
9.	Anti-corruption environment	To build a free corruption environment i.e. bribery, sex, misuse of resources, and any form of corruptions.
10.	Good customer care	Polite language to customers Satisfied services
11.	Stewardship	Ownership Tangible and applicable Caring and protecting council properties and resources
12.	Evidence based decision making	Valid and actual data/information Justification Current and updated data/information
13.	Trustworthy (Trust and Confidentiality)	Confidentiality Trusting to each other Respect

No.	Core Value	Discription
14.	Integrity and excellence	To be truthful, sincere, fair and consistent in all dealings, acknowledge the persons dignity, and be thoughtful of people's needs and supporting them in ways that protect their ways and self-esteem/dignity.

3.3.2 Mlimba District Council Objectives

To achieve the above Vision and Mission statements, MDC conducted a situation analysis of the current working environment and identified a number of critical issues to be dealt with in the next five. The critical issues then grouped into five objectives in which the Plan is based on; Key Outcome Performance Indicators (KOPIs) were also identified for each objective which will be the basis for measuring performance.

The identified Nine objectives are:

- a) Improved Services and reduce HIV/AIDS infections
- b) Enhance, sustain and effective implementation of National Ant-corruption Strategy.
- c) Improve access, quality and equitable social services delivery.
- d) Increase Quantity and Quality of social services and infrastructures
- e) Enhance Good Governance and Administrative Services
- f) Improve Social welfare, vulnerable, gender and community empowerment.
- g) Environmental management improved and sustained
- h) Local economic development coordination enhanced
- i) Emergency and disaster management improved

1.3.3 Objectives, Rationale, Strategies, Targets and Outcome Indicators For MDC

Objective A. Services improved and HIV/AIDS infections reduced.

Objective's Rationale

- ✓ High rate of new infections of HIV-AIDS 5.3%
- ✓ High human interaction due to social economic activities

The HIV/AIDS infection status in the District is 5.9% and most of the infected population aged between 18 to 45 years. This is the active group in the economy; it is very likely that HIV/AIDS is weakening labour force in

the District. So, the strategic plan through this objective will address the means to reduce the spread of diseases especially HIV/AIDS in order to serve the lives of the people who are the key actors of the socio-economic activities.

Strategies

- ✓ Intensify HIV-AIDS prevention measures, programs and intervention.
- ✓ Increased number of people attending PMCTC
- ✓ Conduct HIV/AIDS Campaign
- ✓ Care and Treatment
- ✓ Strengthen Prevention of HIV transmission from mother to Child (PMTCT)
- ✓ Strengthen HIV Campaign
- ✓ Strengthen Providers Initiated testing and Counselling (PITC)
- ✓ Establish of VMAC and WMAC committees
- ✓ Train home-based care providers
- ✓ Involve other stake holders
- ✓ Community campaign on eradicate bad cultural practices
- ✓ Number of PLHIV, MVC and Widow facilitated.

Target

- ✓ HIV testing and counseling services in 44 Health centers improved by June 2024
- ✓ Reduce HIV /AIDS new transmission in 16 wards from 5.3 percent to 2 percent by June 2024
- ✓ Social support for PLHIV, MVC, Widows in 16 wards facilitated by June 2024
- ✓ ... IGA groups of widows and PLHIV in 16 wards strengthened by June 2024
- ✓ Reduced new infection among youth from 5.3% to 2% by June, 2024.
- ✓ AIDS issues in core sectors addressed by 80% by June 2024
- ✓ Mother to child infection reduced ...% to ...% by June 2024

Key Performance Indicators

- ✓ Rate of new infections reduced
- ✓ Number of health centres improves their health services on HIV testing and counselling.
- ✓ Number of IGA supported

3.3.4 Objective B: Effective implementation of the National Anti- corruption strategy enhanced and sustained.

Objective's Rationale

- ✓ Corruption among the community increasing
- ✓ Lack of knowledge and Right

Corruption is a phenomenon that is growing day to day in our society. It minimizes the levels of accountability and transparency among the society. As a public service provider to the community within the area of jurisdiction, Mlimba District Council need to address the situation in all areas where public services are provided so as to realize the set objectives and ensure good governance

Strategies

- ✓ Law enforcement and Legislations improved
- ✓ Allocate fund
- ✓ Formulate anti-corruption clubs in secondary schools
- ✓ Conduct seminars concerning anti-corruption activities.
- ✓ Publish and distribute poster and brochures on all secondary education levels

Target

- ✓ Knowledge on anti-corruption to 120 (head quarter) staff disseminated by 2024
- ✓ 538 staff trained on anti-corruption practices by 2024

Key Performance Indicators

- ✓ Number staff attained anti-corruption knowledge.
- ✓ Decrease of reported corruption cases
- ✓ Number of staffs trained

3.3.5 Objective C: Access, quality and equitable social services delivery improved

Objective's Rationale

- ✓ Due to increase of population there is more demand to access of social services
- ✓ Shortage of basic social services for the community

The council is committed to provide quality and improved social services to the communities. This strategic plan will address itself to the critical issues on social services in order to achieve the set Mission

Strategies

- ✓ Mobilize contribution of financial and other building materials to the Government, Community, Donors.
- ✓ Sensitize community
- ✓ Improve teacher's welfare Motivate -teachers training courses and seminars.
- ✓ Strengthen financial management and resources capability
- ✓ Mobilize the community to participate on cost sharing.
- ✓ Allocate fund on construction of bore holes
- ✓ Mobilize financial resources from the Council and other Donors.
- ✓ facilitate staff to master degree
- ✓ Facilitation Report on Master degree.
- ✓ Mobilize financial resources from the Council and other private partners.
- ✓ Facilitate BSC Degree Course.
- ✓ Sensitize farmer groups on contact farming.
- ✓ Conduct training of Contact farming issues.
- ✓ Mobilize financial resources.
- ✓ Sensitize community on Afforestation, Terraces and Agro forest.
- ✓ Mobilize resources from different sources.
- ✓ Train community on Afforestation, Terraces and Agro forest management.
- ✓ Improve 3R skills to the students
- ✓ Improve teaching and learning materials and infrastructure and furniture.
- ✓ Improve teacher's welfare
- ✓ Motivate teachers training courses and seminars.
- ✓ Improve teaching and learning materials and infrastructure and furniture.
- ✓ Mobilize contribution of financial and other building materials to the Government, Community, Donors.
- ✓ Sensitize community
- ✓ Encourage parents to buy pupils books
- ✓ Encourage Government to fulfil the target of PBR of 1:1 through 40% of capitation grant

- ✓ Improve school infrastructure in remote areas
- ✓ Provide water and electricity supply to teacher's houses
- ✓ Motivate teachers in remote areas.
- ✓ Reallocate teacher
- ✓ Provide school meals
- ✓ Construct dormitories, kitchen, library, dining halls and workshop buildings
- ✓ Construct friendly classrooms, dormitories, kitchen, library, dining halls, teaching and learning materials and devices friendly to them.
- ✓ Purchase Sports and games facilities in 92 schools
- ✓ Construct Sports grounds in 92 schools
- ✓ Enable members in supervision of water projects.
- ✓ Conduct meeting for monitoring and evaluation.
- ✓ Train village council.
- ✓ Conduct meeting with village general assembly.
- ✓ Intergraded operation system.
- ✓ Building constructed for agencies.
- ✓ Negotiated between council and agency
- ✓ Advisory to central government.
- ✓ Represented through chamber of commerce.
- ✓ Reduced trade embargo and restrictions.
- ✓ Development of new trading center which increase number of traders in existing and new locations

Target

- ✓ One Sanitary land filling constructed by 2024
- ✓ 4 Agricultural Staff trained on first Degree course by June 2024
- ✓ 5 Cooperative societies strengthened, audited and linked with financial Institutions by June 2021
- ✓ 6 horticultural groups of contact farming formed by June 2024.
- ✓ Soil analysis conducted in 12 villages by June 2024
- ✓ 130 farmers in 3 Wards trained on land use management by June 2024.
- ✓ 5 Cooperative societies identified and trained by June 2024
- ✓ 5 New cooperative societies registered by June 2024.

- ✓ 5 Cooperative societies strengthened, audited and linked with financial Institutions by June 2021
- ✓ Standard Seven Pass Rate in National Examinations increased from 94% up to 100% by June 2024
- ✓ Standard Four Pass Rate in National Examinations increased from 99.21% up to 100% by June 2024
- ✓ 30 Teachers Houses in 83 Primary Schools constructed by June 2024
- ✓ 400 classrooms in 83 Primary schools constructed by June 2024
- ✓ 500 pit latrines in 95 Primary schools constructed by June 2024
- ✓ Pupils Book Ratio increased from 1:3 to 1:1 by June 2024
- ✓ Access to 3863 desks in 83 Primary Schools improved from 1:3 to 1:2 by June 2024
- ✓ Teacher Pupils Ratio increased from 1: 80 in rural areas to 1:40 by June 2024
- ✓ Students' truancy and dropout reduced from ... in to % by 2024
- ✓ 150 School infrastructure rehabilitated by 2024
- ✓ Learning and working environment for Adult Units in 16 Wards improved by June 2024
- ✓ 2 Special Need Education Units increased from 1 to 3 schools by June 2024
- ✓ Sports and Games facilities improved in 83 schools by June 2024
- ✓ 538 staff from 19 secondary schools motivated by 2024
- ✓ 23 Secondary schools Provided with adequate working facilities by 2024
- ✓ 219 new secondary education employees trained on familiarization of working environment by 2024
- ✓ 23 Secondary schools enhanced with adequate Own source revenue collection from Community and resources available in schools by 2024
- ✓ Dropout in Secondary -schools reduced from 13% to 0 % by 2024
- ✓ Pass rate in form four Examination from 95% to 100% and form two from 93% to 100% by 2024
- ✓ constructed by June 2024
- ✓ 9463 student tables and 9463 chairs for 23 secondary school made by June 2024

- ✓ 69 Laboratories in 23 secondary schools
- ✓ Rehabilitated and improved by June 2024
- ✓ 379 Latrine pits in 23 secondary schools
- ✓ constructed by June 2024
- ✓ 300 teachers house in 21 secondary schools constructed by June 2024
- ✓ Teaching and learning materials improved from 1:10 to 1:1 by 2024
- ✓ Boundaries in 23 secondary schools demarcated by 2024
- ✓ 19790 students provided with school meals by 2024.
- ✓ 23 secondary schools provided with adequate and clean water supply by 2024.
- ✓ 37Dormitories/ hostels in 23 secondary schools constructed by 2024
- ✓ Disabled infrastructure system in 23 secondary schools Improved by 2024
- ✓ Environment in sports and games in 21 schools Improved by 2024
- ✓ 98 science teachers from 23 secondary schools employed by 2024
- ✓ Population with access to clean, safe and affordable water increased from 76.4% to 90% by June, 2024.
- ✓ ... COWSOs established and strengthened by June, 2024.
- ✓ ... water projects monitored and evaluated by DWST by June, 2024
- ✓ Working environment to ... staffs improved annually by June, 2024.
- ✓ 16 Village Extension staffs trained by 2024.
- ✓ 100,000 livestock farmers trained on improved livestock production by 2024
- ✓ 40 villages advise and encouraged to establish Day Care Centres by June 2024
- ✓ 16 wards empowered to control communicable diseases by June 2024
- ✓ 2 damping sites constructed in 2 ward by the year 2024
- ✓ 200 litter bins and 4 refuse bay in place by 2024
- ✓ Awareness on refuse fees collection in 6 wards created by June 2024
- ✓ 3000Tons of solid waste collected by June 2024.
- ✓ 16 source of water protected by 2024
- ✓ Awareness on effect of noise pollution created in 6 wards by 2024
- ✓ EIA conducted to existing and emerging projects in 16 wards by 2024

- ✓ Office equipment for 15 staff provided June 2024
- ✓ 2 dump sites constructed
- ✓ Council policies, plan, programs and project monitored, evaluated and performance reported by June 2024
- ✓ Capacity Building to 3 trade officers on Local Government Revenue Collection Information System skill enhanced by June 2024
- ✓ 3 trade officers trained
- ✓ One stop window for agencies (TRA, TFDA, CRB) established by the year 2024
- ✓ 2 charges and fesses reduced by June 2024
- ✓ 3 available opportunities taped by June 2024.
- ✓ 1 Business Development Services desk established by June 2024.
- ✓ Council revenue collection increased from Tsh.3.1Bil. to Tsh.3.7Bil. by June 2024.
- ✓ Working tools for Finance and Trade department improved by the 2024.
- ✓ Number of new revenues sources increased from 27 to 40 by June 2024.
- ✓ Capacity Building to 3 trade officers on Local Government Revenue Collection Information System skill enhanced by June 2024
- ✓ 3 trade officers trained
- ✓ One stop window for agencies (TRA, TFDA, CRB) established by the year 2024
- ✓ 2 charges and fesses reduced by June 2024
- ✓ 3 available opportunities taped by June 2024.
- ✓ 1 Business Development Services desk established by June 2024.
- ✓ Council revenue collection increased from Tsh.3.1Bil. to Tsh.3.7Bil. by June 2024.
- ✓ Working tools for Finance and Trade department improved by the 2024.
- ✓ Number of new revenues sources increased from 27 to 40 by June 2024.

Key Performance Indicators

- ✓ Presence of social services infrastructure
- ✓ Access to quality and equitable social services

- ✓ Number of social services infrastructure increased
- ✓ Number of projects completed.
- ✓ Number of Sanitary land filling constructed.
- ✓ Number of agricultural staff facilitated on BSC. Degree Course.
- ✓ Primary School Leaving Examination
- ✓ Percentage of performance pass rate increased
- ✓ Standard Four National Examination Percentage of performance pass rate increased
- ✓ Number of Teachers houses increased
- ✓ Number of classrooms increased
- ✓ Number of pit Latrines increased
- ✓ Pupils Book Ratio improved
- ✓ Pupils Desk ratio improved
- ✓ Teacher Pupils Ratio increased
- ✓ Number of Special Need Education Unit Improved
- ✓ Number of sports facilities purchased
- ✓ Number of Sports grounds constructed
- ✓ Number of water projects monitored and evaluated
- ✓ Number of COWSOS established
- ✓ Number of sources of water protected
- ✓ Number projects in which EIA has been conducted
- ✓ Number of one stop Centre established

1.3.6 Objective D: Quantity and Quality of economic services and Infrastructure Improved

Objective's Rationale

- ✓ Demand of quality economic services in the area
- ✓ Low pace of the use appropriate technology in improving production and productivity in key economic sectors

Physical infrastructures are the key factors of economic growth and development in any economy. The District council is obliged to improve the quantity and quality of economic services to boost the growth and development of Mlimba District through effective use of economic resources available. The productivity change in

agriculture and livestock, fisheries, natural resources, trade and industries will lead into magnitude change of economic services and infrastructure provided

Strategies

- ✓ Enhance level and quality of human capital mainly in science technology and innovation (STI) capabilities to improve productivity and competitive economy
- Sensitize community to participate in project design and implementation.
- ✓ Mobilize financial resources from the Council budget, Donors and other stakeholders.
- ✓ Construct tradition irrigation schemes.
- ✓ Conduct participatory supervision in collaboration with community.
- ✓ Promote and create better investment environment of private sector to deepen industrialization
- ✓ Sensitize 8,650 farmers on utilization of agricultural inputs.
- ✓ Establish Farmers Field School (FFS).
- ✓ Conduct supervision to sensitized farmers.
- ✓ Conduct training to farmers on proper use of Organic and inorganic fertilizers.
- ✓ Advice farmers on farm Implements.
- ✓ Advice farmers on farm implement soft loans.
- ✓ Mobilize financial resources from the Donors and agricultural stakeholders.
- ✓ Sensitize community participation in project activities and implementation.
- ✓ Improve collection centres.
- ✓ Mobilize physical and financial resources.
- ✓ Recruit extension staff.
- ✓ Provide transport facilities to extension staff.
- ✓ Provide working gears to extension staff.
- ✓ Organize farmer groups for different training.
- ✓ Establish Farmer Demo plots.
- ✓ Mobilize financial resources from the Council and other Donors.
- ✓ Sensitize 9 groups in food value chain training.

- ✓ Conduct training to farmers groups on agricultural produce value addition and market survey
- ✓ Coordinate availability of financial resources from the Council and other private partners
- ✓ Conduct training to extension staff on food Value Addition.
- ✓ Formulate Farmers Forums
- ✓ Mobilize financial resources from the Council and private partner's
- ✓ Sensitize 9 groups of farmers in post-harvest losses management.
- ✓ Conduct training of post-harvest management to farmers.
- ✓ Sensitize community on production of sorghum, cassava, pumpkin, finger millet and sweet potatoes, Cashew nuts, cocoa and Palm tree
- ✓ Conduct training of the proper use of sorghum, cassava, finger millet, pumpkin Cashew nuts, cocoa and Palm tree
- ✓ Number of farmers trained on alternative crops production.
- ✓ Create awareness of construction of standard building to the community
- ✓ Prepare an investment profile,
- ✓ Secure institution(s) for Private-Public Partnership (PPP)
- ✓ Advertising investment area through our website in order to attract investors from different areas, nationally and internationally
- ✓ Private public partnership (PPP) and Build Operate and Transfer (BOT).
- ✓ To Increase one Trade Officer in order to increase efficiency of business development service desk.
- ✓ Development of new trading center which increase number of traders in existing and new locations
- ✓ Training and enhance capacity building on Modern Beekeeping Methods to the community.
- ✓ Budget and purchase beekeeping equipment for staff and groups
- ✓ Search for reliable Bees product Market, (Local, National & International Market

Target

- ✓ 4 Traditional irrigation schemes in 4 Villages improved by June 2024.
- ✓ 8,650 farmers facilitated on utilization of agricultural inputs by June 2024

- ✓ 2 Collection centres of horticultural products in 2 Villages established by June 2024.
- ✓ 19,268 farmers visited by extension agents at least 4 times per year by June 2024
- ✓ 35 extension staff in 62 villages trained on food Value Chain of crops by June 2024
- ✓ 62 farmer groups trained on food Value Chain of perishable crops by June 2024.
- ✓ 124 farmer groups trained on post-harvest losses by June 2024.
- ✓ 875 Farmers in 6 Wards trained on Alternative Crops production by June 2024.
- ✓ 2 Agricultural Staff trained on Master Degree course by June 2024
- ✓ Establishment of 3 demonstration fish farming groups in 3 Wards by 2024.
- ✓ 6 Skilled personnel employed by 2024.
- ✓ 2 dip tanks established in 2 villages by 2024.
- ✓ 2 charcoal dams constructed in 2 Wards by 2024.
- ✓ 2 Slaughter house constructed in 2 Wards by 2024.
- ✓ 3 Livestock market improved by 2024
- ✓ 1 Animal Clinic and Laboratory constructed in 1 Division.
- ✓ Livestock census conducted by 2024.
- ✓ 200,016 farmers visited in 62 villages by 2024.
- ✓ 1 milk centre constructed in 1 Ward by 2024
- ✓ 1 Chicken processing structure developed in market by 2024
- ✓ 5 investment projects developed and supervised by June 2024
- ✓ Community efforts towards construction of 200 development projects in 16 Wards supported by June 2024
- ✓ Council contribution in donor projects in 8 wards improved by June 2024
- ✓ O&OD planning Tool in 16 wards and 62 villages spread by June 2024
- ✓ 1,600 entrepreneurs trained on entrepreneurial skills by June 2024
- ✓ Training 400 Entrepreneurs in each year from 2021 up to 2024.
- ✓ 1 shopping mall constructed by June 2024.
- ✓ 562.03 hectares reserved for Industrial areas by June 2024
- ✓ 2 markets Centre constructed by June 2024

- ✓ All sets of Beekeeping equipment for 10 villages acquired by 2024
- ✓ Good Economic gain through Beekeeping activities enhanced in 10 villages by 2024.
- ✓ Knowledge on modern Beekeeping disseminated to the 10 potential villages by 2024

Key Performance Indicators

- ✓ Increase in production and productivity
- ✓ Increased living standards
- ✓ Adaption of new Technology
- ✓ Number of traditional Irrigation schemes constructed.
- ✓ Implementation Report
- ✓ Number of farmers sensitized in Agricultural inputs utilization.
- ✓ Implementation Report
- ✓ Number of extension staff trained on food value chain.
- ✓ Training report
- ✓ Number of farmer groups trained on Food Value Chain.
- ✓ Number of farmer groups trained on Post harvest losses.
- ✓ Number of Slaughter houses constructed.
- ✓ No of wards and villages received O&OD tool
- ✓ Number of shopping mall constructed
- ✓ Number of hectares of land reserved and well developed for Industrial's use.
- ✓ Training and enhance capacity building on Modern Beekeeping Methods to the community
- ✓ Number of villages trained on Beekeeping.
- ✓ Number of villages acquired sets of Beekeeping equipment.
- ✓ Number of villages with enhanced Economic wellbeing through Beekeeping

3.3.7 E. Good Governance and Administrative Services Enhanced

Objective's Rationale

- ✓ Demand to good Governance and Administrative services
- ✓ Neglects of good governance and rule of law among the community

Good governance is regarded as a key cause of achievement within the societies. It deals with decision making, the rule of law, human resources management, participation, transparency, accountability, accessibility, effectiveness and efficient, equity and gender. The district council will implement the plan in accordance to principles of good governance so as to be responsive to the present and future needs of the people

Strategies

- ✓ Strengthening rules, regulations and policies
- ✓ Knowledgeable community on good government
- ✓ Allocate funds;
- ✓ Prepare conducive environment for meetings;
- ✓ Number of meetings conducted;
- ✓ Thoroughly follow up of the employees at their working station;
- ✓ Assessment of payroll list monthly
- ✓ Enhanced good relations in working stations;
- ✓ Promote OPRAS management
- ✓ Train Head of Department (HODs) in on MTEF,
- ✓ Awareness creation on budget guidelines and priorities,
- ✓ Prepare Budget plans,
- ✓ Monitor and evaluate supported community projects
- ✓ Collect development projects data
- ✓ Awareness on important of data
- ✓ Collect data, analyse and manage
- ✓ System and tools
- ✓ Electronic procurement
- ✓ Provide Advisory services
- ✓ Train/Sensitize VEOs and WEOs
- ✓ Use of TANEPS
- ✓ To build the capacity of tender body members on procurement regulation
- ✓ Examine Villages Revenue collected and Expenditure incurred.
- ✓ Ensure value for money is attained in all projects

- ✓ Conduct periodic audit in financial transactions
- ✓ Ensure value for money is attained
- ✓ Ensure value for money is attained for Health projects.
- ✓ Compliance on store procedures.
- ✓ Audit CHF collected.
- ✓ Increase budget for audit staffs.
- ✓ Carry out audit on council revenue and expenditure.
- ✓ Ensure system of internal controls is working as intended.
- ✓ Make a follow up on projects implemented at high and lower level.
- ✓ Ensure adherence to Laws and Regulations
- ✓ Train 3 Audit staffs on various operating systems such as, Lawson, EPCOR, LGRIMS
- ✓ Comply with Laws and Regulations.
- ✓ Strengthening internal controls.
- ✓ Build capacity to head of departments, Audit committee and Finance members.
- ✓ Audit all Youth and Women Groups formed.
- ✓ Educate the society about the procedures, and the important of making by-laws through village assemblies.
- ✓ Prepare a Working Procedural Memorandum.
- ✓ Train Ward Tribunal members about their duties according to the Law.
- ✓ Educate the community about their rights through assemblies and mass media.
- ✓ Train Ward and village leaders.
- ✓ Review list of existing leaders.
- ✓ Review National voters register.
- ✓ Timely report and respond to the high Authorities (NEC&RALG)
- ✓ Conduct meeting with available Political leaders
- ✓ Prepare and disseminate posters.
- ✓ Use of mass-media
- ✓ Conduct WDCs and village general meetings
- ✓ Provide leadership guidelines document.
- ✓ Conduct Councillors and village Council's meetings

Target

- ✓ 108 Statutory meetings conducted annually by June 2024
- ✓ Statutory allowances for 22 councillors provided annually by June 2024
- ✓ Availabilities of working facilities in 12 Departments and 6 Sections enhanced by June 2024
- ✓ Cleanness to Council premises and its surroundings facilitated annually by 2024
- ✓ Security of all council properties assured annually by 2024
- ✓ 700 staffs trained by June 2024
- ✓ Planning and establishment of employees improved annually by 2024
- ✓ Relations, incentives and performance to 54 staffs improved annually by 2024
- ✓ Behavioural skills to 1470 employees provided annually by 2024
- ✓ Conducive working environment for 4 works staff in the department enhanced by June 2024
- ✓ 62 villages sensitized to participate in development programs by June 2024
- ✓ 62 village council members from 16 wards trained against bad cultural behaviours e.g., FGM, Women violation by June 2024
- ✓ 12 meeting with Public Private Partnership such as NGOs, FBOs and CBOs coordinated by June 2024
- ✓ Low-cost housing knowledge in 62 villages facilitated by June 2024
- ✓ 16 wards in child development and socialization empowered by June 2024
- ✓ 16 wards good governance, human right, children right and the right of the vulnerable
- ✓ 50 villages provided rain water harvesting technology by June 2024
- ✓ 62 villages sensitized on good land use planning by June 2024
- ✓ Quality Council plans and Budget approved two months before end of each financial year by June 2024
- ✓ 250 projects in 62 in Villages effectively implemented by June 2024
- ✓ Projects databank/database established by June 2024
- ✓ Data collection in 16 wards improved by June 2024
- ✓ Capacitate 78 lower-level staff on planning process by June 2024

- ✓ Working environment for 4 planning staff Improved by June 2024
- ✓ Working facilities for 5 staff Improved by June 2024
- ✓ 21 councillors, 13 head of department and 5 unit trained on Procurement act and regulation by 2024
- ✓ 62 VEO's, 16 WEO's and 67 extension staff trained on procurement Act and regulation by 2024
- ✓ Procurement service provide to 13 departments and 6 unit by 2024
- ✓ 62 Villages audited by 2024
- ✓ 83 primary schools audited by 2024
- ✓ 21 secondary schools audited by 2024
- ✓ Working environment for 3 audit staffs improved by 2024
- ✓ Council clean audit report enhanced annually by June 2024
- ✓ Auditing queries in 13 Departments and 6 units reduced from 79 to 0 by year 2024
- ✓ 75 Youth and 125 Women audited by June 2024
- ✓ Review by-laws in 62 villages by June 2024.
- ✓ Working facilities for 3 legal staff improved by June 2024.
- ✓ Capacity and Working facilities for 16 Ward Tribunals improved by June 2024
- ✓ Rule of law improved in 62 villages by June 2024.
- ✓ 1 staff facilitated with working facilities and consumables by June 2024
- ✓ Leaders elected at all levels of leadership in 16 Wards, 62 Villages and 244 Hamlets of the Council by 2024
- ✓ Community members within 16 wards are sensitized on election matters by 2024
- ✓ 16 Village Councils and 21 Councilors capacitated on election matters by 2024.

Key Performance Indicators

- ✓ Increased number of VEOs conducting General meetings
- ✓ Decrease number of people violating the rule
- ✓ Number of department and sections with improved working facilities
- ✓ Hire cleanness Company
- ✓ Allocate fund

- ✓ Cleanliness of Council premises and its surroundings improved
- ✓ Staff identification
- ✓ Number staff trained
- ✓ Reduced number of overstaffing/understaffing and ghost workers
- ✓ Improved performance
- ✓ Identification of employees Prepare -conducive environment for training
- ✓ Number of employees attended behavioural skills
- ✓ Training report
- ✓ Existence of approved Council plan and budget
- ✓ Number of supported projects
- ✓ Availability of collected and stored data.
- ✓ Number of working Facilities Procured
- ✓ Number of councillors, heads of departments and units trained
- ✓ Body members will abide the procedures on procurement regulation.
- ✓ Number of Primary schools audited
- ✓ Number of Villages audited
- ✓ Number of secondary schools audited
- ✓ Number of Health facilities audited
- ✓ Council clean audit report acquired.
- ✓ Number of Youth and Women groups audited.
- ✓ Number of villages with established by-laws
- ✓ Number of Ward Tribunals trained and supplied with stationeries and memorandum.
- ✓ Number of villages adhering to rule of law.
- ✓ Number of leaders in position
- ✓ Number of VCs and Councillors

1.3.8 F. Social welfare, Gender and Community Empowerment Improved

Objective's Rationale

- ✓ Presence of Gender discrimination in the community

Strategies

- ✓ Create awareness and sensitization
- ✓ Identification of OVC/MVC, elderly people and disable
- ✓ Cooperate with other stake holders

Target

women groups empowered with loan, entrepreneurship skills by June 2024

Mobilize fund

MVC, elderly and disabled in 16 wards, identified and supported by June 2024

✓ Social work services in 16 wards strengthened by June 2024

✓ One Processed dairy/welding established by June 2024

Performance Indicators

✓ Number of OVC/MVC, Elderly people disable identified and supported

3.3.9 G: Improved Emergency and Disaster Management**Objective's Rationale**

Emergency preparedness and improved management is essential for the council in minimizing unnecessary cost on occurrence of disasters such as fire, disease outbreak, and landslide.

Strategies

✓ To Conduct seminars and training

✓ Disaster management clubs

✓ Equip schools with tools for emergency and disaster management.

Target

✓ 313. teachers trained on emergency and Disaster Management by 2024

✓ Fire and emergence rescue system established by 2024

✓ Backup system installed by June 2024

✓ Main and exchange servers installed at the council's head office by June 2024

✓ Standby generator installed at the council's head office by June 2024

✓ Security system installed at the head office by June 2024

Performance Indicators

✓ Number of teachers trained

3.3.10 H. Management of Natural resources and Environment improved**Objective's Rationale**

The Mlimba District Council believes that any sustainable economic growth and development is accompanied by sustainable environmental conservation and management. The growth of economy depends on its environment, so the District

council will ensure good management of its natural resources available, improve sanitation and environment

Strategies

- ✓ Conduct survey and mapping for 21,500 plots.
- ✓ Acquire land to establish satellite town
- ✓ Plan and survey
- ✓ Mobilize resources
- ✓ Prepare registered title deeds
- ✓ Strengthening village land management committees
- ✓ Facilitate preparation of village land use plans
- ✓ Sensitize community on the land use plan
- ✓ Establish village land tribunals
- ✓ Prepare brochures
- ✓ Develop website
- ✓ Provide alternative attraction to enhance visitors experience
- ✓ Carry out an inventory and document all new attractions
- ✓ Number of tourism attractions diversified

Target

- ✓ 3 planned settlements established by June 2024
- ✓ 3 planned settlements to be satellite towns developed by June 2024
- ✓ Households with legal ownership of land increased from 20% to 50% by June 2024
- ✓ Sensitize community on use of village land act No.5 of 1999
- ✓ Land use conflicts reduced from 7 to 0 by June 2024
- ✓ Investment Land bank in 62 villages Established by June 2024
- ✓ Integrated land management system established by June 2024
- ✓ Revenue from property tax increased from to Tshs annually by June 2024
- ✓ Market on unique tourism attractions in 4 villages Promoted by June 2024
- ✓ Tourism products in 4 villages diversified by June 2024
- ✓ Local tourists increased from 0 to 85 annually by June 2024
- ✓ Infrastructure improved in five tourism attractions by June 2024

- ✓ community based wildlife conservation in 4 villages Established by June 2024
- ✓ Market on unique tourism attractions in 4 villages Promoted by June 2024
- ✓ Tourism products in 4 villages diversified by June 2024

Performance Indicators

- ✓ Number of plots surveyed.
- ✓ Number of satellite towns developed
- ✓ Operational land management system established
- ✓ Number of local tourists increased
- ✓ Number of tourism attractions whose infrastructure improved

3.3.11 I. Information and communication technology improved

Objective's Rationale

Strategies

- ✓ Mobilize funds
- ✓ Install Local Area Network (LAN)
- ✓ Install the system
- ✓ Train users of the system
- ✓ Maintain the system
- ✓ Purchase the Point of Sales (POS) Machines
- ✓ Configuration of POS
- ✓ Train users Install Local Area Network (LAN)
- ✓ Distribute POS to the required centres
- ✓ Procure computer and resources
- ✓ Electronic movement of files

Target

- ✓ Health management system (GoT-HoMIS) installed in 28 health facilities by June 2024
- ✓ Revenue system (LGRCIS) to 130 points of revenue collection strengthened by June 2024
- ✓ File tracking system, Sound system and biometric signature system installed and improved at district head office by June 2024
- ✓ ICT policy established by June 2024

- ✓ The council website and 38 staff mails hosted at e-GA Improve by June 2024
- ✓ Internet connection accessible to 19 departments/units installed by June 2024
- ✓ Computers and resources available in 19 departments/units by June 2024
- ✓ Fibre connected to head office, 101 schools and 22 health facilities installed by June 2024

Performance Indicators

- ✓ Number of health centers and dispensaries using the system
- ✓ Number of POS used in revenue collection
- ✓ Number of staff mails hosted
- ✓ Accessibility of the website domain to eGA server
- ✓ Number of departments/ units accessing internet service
- ✓ Number of computer and resources procured

CHAPTER FOUR

4.0 RESULTS FRAMEWORK

4.1 Introduction

This Chapter shows how results expected in this Strategic Plan will be measured as well as the benefits that will accrue to MDC clients and other stakeholders. It shows how various interventions to be undertaken during the five years of the strategic planning cycle that will contribute to the achievement of the development objective. It also shows how interventions will be monitored, the kind of reviews to be done over the period and the type of evidence-based evaluation studies and analytical work to be undertaken. Studies intend to show that, the interventions have either led or are leading to achievement of the intended outcomes and finally how the indicators and progress of the various interventions will be reported to stakeholders. The remainder of this chapter shows the Development Objective which is basically the overall impact of MDC activities, beneficiaries of MDC services and linkage of MDC objectives to The Tanzania Development Vision 2025, Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, The Tanzania Five Year Development Plan III (2021/22 – 2025/26), Sector Policies and Strategies, Budget Guidelines and Ruling Party Election Manifesto (2020).

The chapter also shows the Result Chain, Result Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan and Reporting Plan.

4.2 The Development Objective

The development objective of MDC is to improve public and private sector competencies that will instil service values and ethics for competitive economy within the framework of devolved systems. This represents the highest level of results in the MDC result chain and will be achieved by enhancing innovative learning and development programs for capacity building of public and private sectors employees, improved institutional capacity and capability to deliver services, strengthened strategic knowledge sharing partnership development and engagements, enhanced institutional financial sustainability and sustained and enhanced implementation of national anti-corruption strategy within MDC, reduce HIV and AIDS infections and Non-communicable Diseases (NCD) and improve supportive services to people leaving with HIV and AIDS.

The overriding objective of MDC is to provide quality service to community for their socio-economic development.

4.3 Beneficiaries of the MDC Services

There are two levels of beneficiaries of MDC services such as direct and indirect beneficiaries. The direct beneficiaries include stakeholders and Potential **2600** Employees and the public in general.

The second level is the indirect beneficiaries. This includes the; Development partners, Independent Consultants, Researchers, Academic and Training

Institutions, Media, Law enforcement organs such as Regulators and oversight Committees. The above indirect beneficiaries use the MDC reports to cater for their various needs.

4.4 **Linkage with National Planning Frameworks**

This Strategic Plan has six objectives which will contribute to achievement of the Tanzania Vision 2025 attributes, Tanzania's Long Term Perspective Plan (LTPP) and Five-year Development Plan III and Ruling Party Manifesto of year 2020.

The plan will contribute to the A well-educated and learning society; A competitive economy capable of producing sustainable growth and shared benefits and Good Governance attributes of the Tanzania Development Vision 2025 which focus on development in general of the Public and Private Sectors; supporting the economic growth by emphasizing on building the Semi industrialized economy and human development of all inhabitants. In promoting good governance, it is envisaged that all targeted operators within the area of jurisdiction will uphold the rule of law, culture of accountability, combating corruption and other vices and creating good performance culture.

Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26 is an implementation tool for the Tanzania Development Vision 2025 (TDV 2025) which emphasizes Tanzania's cherished goal of becoming a prosperous nation, through eradicating poverty, ignorance and disease in the drive to become a Middle-Income Country (MIC). It upholds the aspiration of ensuring that good governance reinforces the national socio-economic structure, thereby strengthening a culture of accountability, transparency, rewarding good performance, penalizing/sanctioning ineffectiveness and curbing corruption. In the same vein, the LTPP places emphasis on integrity and ethical uprightness of public servants and institutions and upon the efficient, fair and transparent administration. LTPP sets the strategic direction and long term objectives, targets, and pillars for a more focused guidance, coordination and harmonization of the country's growth process. Besides, LTPP is a crucial link between the long-term Vision, and the country's medium- and short-term perspectives, namely Five Years Development Plans (FYDP IIIs) and Annual Development Plans (ADPs).

The plan will also contribute to the Tanzania Five Years Development Plan III and which has the theme “**Realizing Competitive Economy and Industrialization for Human Development**” as A well-educated and learning society; A competitive economy capable of producing sustainable growth and shared benefits and Good Governance attributes being enablers of industrialization and competitiveness, MDC will be working to improve socioeconomic capacities to make the country move from Middle Income lower level to high level by the year 2025.

4.5 **Result Chain**

Result chain consists of inputs, activities, outputs and outcomes. It is formed by

the combination of objectives and targets in the strategic plan, activities and inputs in the MTEF. There is a link in the various elements of MDC's result chain thus, the elements are dependent and they link by contributing to each other. The inputs i.e. utilization of resources will lead to achievement of the activities and contribute to the achievement of outputs. Achievement of outputs leads to achievement of objectives hence the realization of MDC's development objective. Realization of MDC's development objective will contribute to the achievement of Tanzania's Long Term Perspective Plan (LTPP) 2021/22-2025/26, and Tanzania Vision 2025. The achievement of MDC's Development Goal in the medium term will contribute to the achievement of the country's Five Years Development Plan. By so doing, MDC will contribute to the development of the country through Maintain and facilitate the maintenance of peace, order and good government; Furthering the social and economic development; and promote the social welfare and economic well-being of all persons.

4.6 The Results Framework Matrix

This matrix contains MDC's overall development objective, objective code, objectives, planned outcomes and outcome indicators. The matrix shows how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives. The results framework matrix is as detailed in table 6.

Table 1: Results Framework Matrix

Development Objective	Objective Code	Objective Name and Description	Planned Intermediate Outcomes	Indicators
To improve general institutional service delivery to contribute to the "Realisation of the Competitive Economy and Industrialisation for Human Development.	A	HIV & AIDS and Non-communicable Diseases (NCD) infection reduced and supporting services improved	<ul style="list-style-type: none"> • Reduced mortality rates caused by HIV and AIDS • Behavioral change • Reduced absenteeism in clinics • Reduced stigma • Increased productivity 	<ul style="list-style-type: none"> • Percentage of staff attending Non-Communicable diseases, HIV and AIDS voluntary testing • % of Reported cases of Non Communicable diseases, HIV and AIDS infections in MDC
	B	Effective Implementation	<ul style="list-style-type: none"> • Reduced corruption 	<ul style="list-style-type: none"> • Corruption incidences

Development Objective	Objective Code	Objective Name and Description	Planned Intermediate Outcomes	Indicators
		of the National Anti-corruption Strategy Enhanced and Sustained	incidences <ul style="list-style-type: none"> Increased staff awareness on corruption Behavioral change Increased trustworthy to the capacity enhancement of MDC 	within MDC

4.7 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering strategic planning cycle 2021/2022-2025/2026. Monitoring and Evaluation (M&E) are important aspects in the implementation of the Strategic Plan. The purpose for monitoring is to ensure that the Strategic Plan is implemented according to schedule and if there are any deviations, appropriate and timely actions should be taken. The implementation will thus be closely monitored to ensure HR compliance. Monitoring will be carried out on a continuous basis while evaluation will be done periodically. Monitoring will involve regular data collection and analysis on the progress of implementation of the plan. The results from the analysis will then be used to inform decision-makers to take corrective measures on time where deviations in implementation have been noted.

4.8 Monitoring Plan

The Monitoring Plan matrix consists of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the Unit responsible for data collection, analysis and reporting. This Plan is comprised of 11 indicators which will be tracked quarterly and reported on annual basis. The monitoring and evaluation plan is as detailed in **table 7**:

Table 2: Monitoring Plan

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1	Percentage of staff attending Non-Communicable diseases, HIV and AIDS voluntary testing: This indicator intends to measure percentage of MDC staff who attends testing voluntarily. It will be Measured by number of staff attending Non-Communicable diseases, HIV and AIDS testing divided by the total number of staff the multiplied by 100	2020/21	40 %	50 %	53%	58%	60%	75%	Administrative data	Documentary Review	Annually	Data from HIV/AIDS focal person	Annually	HR section
2	% of Reported cases of Non-Communicable diseases, HIV and AIDS infections in MDC This indicator intends to measure the proportion of volunteerism in reporting Non-Communicable diseases, HIV and AIDS	2020/21	5.5%	5%	4.7%	4%	3.5%	3%	Administrative data	Documentary Review	Annually	Data from HIV/AIDS focal person and test report	Annually	HR section

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	infections case in MDC. It will be measured by the reported number of infection in MDC in relation to Total number of MDC staff.													
3	Trend of corruption incidences within MDC This indicator intends to measure prevalence trend of corruption in MDC. It will be measured by the number of staff convicted for corruption annually	2019/2020	7	4	2	2	0	0	Administrative data	Personal files	Annually	Administrative reports	Annually	HRM
4	CAG annual Audit Opinion This indicator intends to measure the level of audit rating received in the financial year. It will be measured by the audit rating received from NAO	2019/20	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Administrative data	Audit Reports	Annually	NAO audit report	Annually	CA
5	<u>Level of customers satisfaction with MDC services</u> This indicator intends	2019/2020	N/A	N/A	N/A	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	M&E

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	to collect opinions of customers on MDC services It will be measured by the level by which customers are satisfied with MDC services													
6	% of actual revenue collected: This indicator intends to measure the proportion of actual collected own source revenue compared to estimated own source revenue by MDC that reveals the capacity to mobilize own sources revenue. It will be measured by the actual annual collection of own source revenue divided by estimated amount	20192020	100	100	100	100	100	100	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	M&E

4.9 Planed reviews

The plan is to carry out a total of five (5) formal reviews during the Strategic Planning Cycle. This will involve carrying out four (4) annual reviews, one medium term annual reviews and one Final MTSP Outcome Review as indicated in Table 5.

The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. In addition, the reviews will track changes in terms of outputs realized over the period as well as assessing capacity of the MDC in discharging its mandate, challenges and lessons learnt over the respective year under review. Furthermore, the review will assess the extent to which the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary.

Table 5. Planned reviews Matrix

S/N	Years	Planned Reviews	Timeframe	Responsible Person
1.	Year 2021/2022	Annual Performance Review	June, 2022	Head of Planning Monitoring and Evaluation
2.	Year 2022/2023	Annual Performance Review	June, 2023	
3.	Year 2023/2024	Medium-Term Review	December, 2024	
4.	Year 2024/2025	Annual Performance Review	June, 2025	
5.	Year 2025/2026	Final MTSP Outcome Review	April, 2026	

4.10 Evaluation Plan

The Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle. The evaluation studies include description of each study, the evaluation questions, the methodology, timeframe and the responsible person. A total of two evaluation studies will be conducted over the period of five years. 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 outputs. The evaluation plan matrix is as indicated in Table 6.

Table 6. Evaluation Plan Matrix

S/No	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
	Medium-Term Evaluation	This evaluation aims at measuring the realization of intermediate Outcomes in Table 3.	<ul style="list-style-type: none"> • What has been achieved so far in terms of intermediate outcomes? • What were the 	<ul style="list-style-type: none"> • Interviews • Focus group discussions • Controlled studies • Literature reviews 	December, 2024	Head of Planning Monitoring and Evaluation

			challenges and lessons learnt?			
	Final Evaluation	This evaluation aims at measuring the achievement of Planned Strategic Objectives. In addition it measures the impact that the Commission has to the public	<ul style="list-style-type: none"> • To what extent have the Planned Targets been achieved? • Has Target achievement led to realization of the intended outcomes? • What policy, legal and regulatory framework changes can be done to improve the outcomes? • What is the percentage of stakeholders aware of MDC initiatives? • To what extent has MDC contributed to the social economic development of the country? 	<ul style="list-style-type: none"> • Interviews • Focus group Discussions • Controlled randomized studies • Literature reviews • Surveys • Questionnaire 	April, 2026	

4.11 Reporting Plan

The reporting plan provides mechanism on how various reports will be prepared and issued on course of monitoring the execution of Strategic Plan. It consists of internal and external reporting mechanisms that are in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

4.12 Internal Reporting

This plan will involve preparation of five types of reports namely Departmental and units', quarterly progress reports, DCC/Full Council reports and annual reports. The reports will be submitted to various reporting levels including MDC- DCC/Full Council member, MDC-CMT Heads of Departments/units. They will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is as indicated in Table 7.

Table 7. Plan Reporting Plan

S/No	Types of reports	Recipient	Frequency	Responsible Person
1	Section Reports	Head of Units	Weekly	Departments/units
2	Department/Units Reports	MDC-CMT	Weekly	Departments/units
3	Quarterly Reports	MDC-CMT	Quarterly	Departments/units
4	DCC/Full Council Report	MDC - DCC/Full Council	Quarterly	MDC-CMT
5	Annual Report	MDC - DCC/Full Council	Annually	MDC-CMT

4.13 External reporting plan

This plan will involve preparation of several types of reports including Program Implementation Reports, Performance reports, financial reports, Annual reports and five-year Outcome report to be submitted to various external stakeholders, including President's Office, Regional Administration and Local Government Authority, Ministry of Finance and Planning, Controller and Auditor General, Development Partners, the Parliamentary Standing Order Committee and the General Public. The reports will be prepared on quarterly, annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed, as well as the Government Performance reporting requirements as stipulated in the Medium-Term Strategic Planning and Budgeting Manual. The External Reporting Plan is as indicated in Table 8.

Table 8. External reporting plan

S/No	Type of Report	Recipient	Frequency	Responsible Person
1	Projects Implementation Report	Development partners, Ministry of Finance and Planning, President's Office, Regional Administration and Local Government Authority	Quarterly/Annually	MDC-CMT
2	Income and expenditure Reports	Ministry of Finance and Planning, President's Office, Regional Administration and Local Government Authority	Monthly	MDC-CMT
3	Financial Reports	Ministry of Finance and Planning/Controller and Auditor General, President's Office, Regional Administration and	Quarterly/Annually	MDC-CMT

S/No	Type of Report	Recipient	Frequency	Responsible Person
		Local Government Authority		
4	Performance Reports	Ministry of Finance and Planning, President's Office, Regional Administration and Local Government Authority/Development Partners	Quarterly/Semi Annually/Annually	MDC-CMT
5	Annual Reports	Ministry of Finance and Planning, President's Office, Regional Administration and Local Government Authority /Development Partners	Annually	MDC-CMT
6	Outcome Reports	Ministry of Finance and Planning, President's Office, Regional Administration and Local Government Authority, General Public/ DCC/Full Council	Annually	MDC-CMT

4.14 Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements

Level 1-Impact

The first level of the Results chain tracks realization of overall development objective of the institution; impact is attributed through achievements of MDC objectives and efforts done by other players in the same area. The Development objective for MDC is to make public and private sector competencies enhanced that will instill service values and ethics for competitive economy. The impact will be measured through indicators whose data collection and analysis will be done in the final MTSP review of the strategic planning period. The impact level indicators are reported at the end of five years strategic plan report. Studies and national statistics will be used to ascertain and verify the impact to the general public, the reports will focus on improved public and private sector ability to deliver service for competitive economy.

Level 2-Outcomes

The second 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 MDC 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 three-year outcome report. The annual reports and the three years outcome reports will be based on either sector or specific analytical/ evidence-based studies using national statistics. The reports focus on benefits delivered to MDC clients and other stakeholders.

Level 3 - Outputs

The third level of the Results Chain tracks the realization of the outputs that MDC produces and which are attributed solely to MDC. 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.

Level 4 – Process

The fourth level of the Results Chain focuses on realization of activities in the Business Plan and linkage between activities and outputs. At this level indicators will focus on processes, activities program and timeliness of implementation. Activities will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

Level 5 - Inputs

The fifth level of the Result Chain tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, 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 flows and the alignment of resource flow to the activities and outputs.

ANNEX 1: Organizational chart

ANNEX 2: Strategic Plan Matrix

ANNEX 1: Council organizational chart:

MLIMBA DISTRICT COUNCIL

