

THE UNITED REPUBLIC OF TANZANIA



**PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL
GOVERNMENT AUTHORITY**



STRATEGIC PLAN

2021/22 – 2025/26

**City Director
Mwanza City Council
P. O. Box 1333
Mwanza
Phone: +255-28-2501375
+255-28-40334
Fax: +255-028-2500785
Email: cd@mwanza.go.tz**

MAY 2022

EXECUTIVE SUMMARY

This reviewed and updated strategic plan for Mwanza city was prepared based on the newly approved organisation structure of Local Government Authorities (LGAs) as approved by the President on 29th January 2022. The plan provides strategic direction for the city council for the next five years ranging from 2021/2022 to 2025/2026. The Council is committed to being an economic hub with a conducive environment for investment and the provision of quality services for the sustainable development of the community members. This shall be realized by creating enabling environment for investment and provision of quality service through efficient utilization of available resources. The city's long-term vision shall be realized through strategic objectives as outcomes coded from A to Y that include: A. Non-communicable diseases, HIV and AIDS infections reduced, and Supportive Services Improved. B. Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained. C. Access to Quality and Equitable Social Services Delivery Improved. D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased. E. Good Governance and Administrative Services Enhanced. F. Social Welfare, Gender, and Community Empowerment Improved. G. Management of Natural Resources and Environment Enhanced and Sustained. H. Local Economic Development Coordination Enhanced. I. Emergency and Disaster Management Improved, and Y. Multi-sectoral Nutrition Services Improved. The achievement of the council vision, mission, strategies, and target shall be guided by fundamental guiding principles namely: (i) Teamwork spirit (ii) Transparent and accountability (iii) Professionalism and innovations (iv) Recognition of the employees' contributions and (v) Fairness, equity and customer focused.

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

TABLE OF CONTENTS

EXECUTIVE SUMMARY	2
TABLE OF CONTENTS.....	3
LIST OF TABLES.....	6
STATEMENT OF THE LORD MAYOR	7
STATEMENT OF THE CITY DIRECTOR.....	8
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background Information	1
1.2 Geographical Location	1
1.3 Land Area	1
1.4 Administrative Unit	1
1.5 Climate	2
1.6 Agro-Ecological Zones.....	2
1.6.1 Plateaus	3
1.6.2 Lowlands and River Valley	3
1.7 Population Size, Growth, and Density	3
1.7 .1 Ethnic Groups	4
1.8 Mandate and Functions of Mwanza City Council.....	4
1.8.1 Mandate	4
1.8.2 Functions	4
1.9 Purpose of the Plan.....	4
1.10 Methodology	5
1.11 Strategic Plan Layout.....	5
CHAPTER TWO	7
SITUATION ANALYSIS	7
2.1 Introduction.....	7
2.2 Analysis of the Previous Vision and Mission	7
2.2.1 The Previous Vision.....	7

2.2.2 The Previous Mission	7
2.3 Performance Review	7
2.3 Strength Weaknesses Opportunities and Challenges (SWOC) Analysis	13
2.3.1 Strength.....	13
2.3.2 Weaknesses	13
2.3.3 Opportunities.....	14
2.3.4 Challenges.....	14
2.3 Stakeholders Analysis.....	15
2.5 PESTEL Analysis.....	18
2.5.1 Political Aspect.....	18
2.5.2 Economic Aspect	18
2.5.3 Social Aspect.....	19
2.5.4 Technological Aspect.....	19
2.5.5 Environmental Aspects	19
2.5.6 Legal Aspects	19
2.6 Analysis of Recent Initiatives	19
2.7 Review of Relevant Information	22
2.7.1 The Tanzania National Development Vision (2025).....	22
2.7.2 The Long-Term Perspective Plan (LTPP 2011/2012-2025/2026)	22
2.7.3 Third National Five-Year Development Plan (FYDP III) 2021/22-2025/2026	22
2.7.4 The Ruling Party Manifesto 2020 - 2025.....	23
2.7.5 Blueprint for Regulatory Reforms to Improve the Business Environment (2018)	23
2.7.6 National Health Policy (2007)	23
2.7.7 Small and Medium Enterprise Development Policy 2002	23
2.7.8 The National Agriculture Policy (2013).....	24
2.7.9 National Fisheries Policy (2015)	24
2.7.10 The National Policy on HIV/AIDS (2001).....	24
2.7.11 National Anti-Corruption Strategy and Action Plan Phase III (2017-2022).....	24
2.7.12 National Decentralization Policy (NDP 2019)	25
2.7.13 Sustainable Development Goals (SDGs)	25

2.7.14 East African Community Initiatives	25
2.8 Analysis of Critical Issues	25
CHAPTER THREE	27
THE PLAN	27
3.1 Introduction	27
3.2 The Vision.....	27
3.3 The Mission	27
3.4 The Core Values.....	27
3.5 Strategic Objectives	28
3.6 Strategic Plan Matrix.....	33
CHAPTER FOUR.....	73
RESULT FRAMEWORK MATRIX	73
4.1 Introduction.....	73
4.2 Development Objectives	73
4.3 Result Chain	73
4.4 Result Framework Matrix.....	73
4.5 Monitoring Plan.....	77
4.6 Rapid Appraisal Plan	94
4.7 Evolution Plan	95
4.8 Review Plan	103
4.9 Plan Review Meeting.....	103
4.10 Reporting Plan	104
4.10.1 Internal Reporting Plan	104
4.10.2 External Reporting Plan	105
4.11 Relationship between Results Framework, Results Chain, M&E, and Reporting	106

LIST OF TABLES


Table 1: Number of Administrative Units by Division by 2021	2
Table 2: Stakeholders Analysis matrix.....	15
Table 3: Recent Initiatives	20
Table 4: Strategic Plan Matrix	34
Table 5: Result Framework Matrix.....	74
Table 6: Monitoring Plan	78
Table 7: Rapid Appraisal Plan.....	94
Table 8: Evaluation Plan	95
Table 9: Review Plan	103
Table 10: Plan Review Meeting.....	104
Table 11: Internal Reporting Plan.....	105
Table 12: External Reporting Plan.....	105

STATEMENT OF THE LORD MAYOR

Mwanza city council is committed to harnessing its internal strength and external opportunities for promoting investment and providing quality services for the sustainable development of the community. This strategic direction for the city shall be materialized through a well-prepared, implemented, monitored, and evaluated strategic plan. Therefore, the preparation of this strategic plan has considered the mandate of the city council as stipulated in the Local Government (Urban Authority) Act No 8 of 1982. The plan has also integrated the Tanzania National Development Vision (2025), Long-Term Perspective Plan (LTPP 2011/2012-2025/2026), Third National Five-Year Development Plan (FYDP III) 2021/22-2025/2026, the Ruling Party CCM Manifesto 2020 – 2025, the Blueprint for Regulatory Reforms to Improve the Business Environment (2018), the president's inauguration speech of April 2021, the Sustainable Development Goals (SDGs), the East African Community Initiatives and the various national sectoral policies. The preparation of this Strategic Plan has been participatory involving members of the Council Management Team, Councilors, and a diversity of stakeholders. The city has registered several achievements during the implementation of the previous strategic plan as presented in the performance review chapter. This document will guide the City council's operations for the next five years.

I wish to extend my thanks to the City Director, City Economist head of divisions and units for their commitment during the whole process of developing this document. The Council is gratefully acknowledging the technical support from the consultant Dr. Titus Mwageni from the Institute of Rural Development Planning (IRDP) - Dodoma who has enabled the process of reviewing and preparation of this important document. The participation and involvement of the councilors, council staff, and other key stakeholders are acknowledged too.

While appreciating the achievement realized in the implementation of the previous Strategic Plan, the focus during the 2021/2022-2025/2026 Strategic Plan will be for the City Council to sustain its success in all its undertakings and ensure improved services while ensuring financial and technical sustainability. Mwanza City Council expects support from residents of the council, Regional Secretariat, potential investors, Central Government, and Development partners in implementing this strategic plan in achieving the vision, mission, strategic objectives, and targets tallied in this Plan. This five-year Strategic Plan aims at enabling Mwanza City Council to achieve a comprehensive and focused fulfillment of tasks assigned to it under the Act and subsidiary legislation.


SIMA COSTANTINE SIMA
HONOURABLE LORD MAYOR
MWANZA CITY COUNCIL

STATEMENT OF THE CITY DIRECTOR

It is my pleasure to present the Strategic Plan for Mwanza City Council for the operational period between 2021/2022 and 2025/2026. This plan has been prepared based on the newly approved organisation structure for Local Government Authorities (LGAs) (as approved by the President on 29th January 2022). The approved functions and organization structure of the Local Government Authorities (LGAs) comprise nine (9) Divisions, nine (9) Units, and two (2) Offices responsible for providing quality services to the community. This Strategic Plan for the next five years has been integrated with the Tanzania National Development Vision (2025), the Long-Term Perspective Plan (LTPP 2011/2012-2025/2026), the Third National Five-Year Development Plan (FYDP III) 2021/22-2025/2026, the Ruling Party CCM Manifesto 2020 – 2025, The Blueprint for Regulatory Reforms to Improve the Business Environment (2018), the president's inauguration speech of April 2021, the Sustainable Development Goals (SDGs), the East African Community Initiatives and the various national sectoral policies.

Besides, during the implementation of the previous Strategic Plan for Mwanza City Council, the council attained several achievements in its mandate and functions of providing quality services to the community. This Strategic Plan is an important road map since it articulates our Vision, Mission, Core Values, Strategic objectives, Targets and Strategies to be used in attaining the strategic direction of the council. In this regard, I would like to thank the councilors, members of the community, staff, stakeholders and development partners, and key stakeholders for their participation during the preparation of this document. Also, my sincere gratitude goes to the planning and coordination division for coordinating this plan and volunteering their time and energy for this important work to be accomplished. The strategic plan has highlighted the Council's Vision, Mission, and Core Values, Strategic Objectives, Targets, Strategies, and Performance Indicators for each division, and unit office based on the newly established organisation structure for LGAs.

I conclude by appealing to all councilors, members of the community, staff, development partners, and key stakeholders to fully participate in the implementation of this strategic plan and by so doing, make it possible for our council to realize its vision.

Thank you for your participation.



SEKIETE S. YAHAYA
CITY DIRECTOR
MWANZA CITY COUNCIL

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Administratively, Mwanza City was established in 2000 and became among the eight councils of the Mwanza Region. Besides being the headquarters of the City Council, it is also the headquarters of the Mwanza region, a major Tanzanian port of Lake Victoria, and a business center of the Great Lakes Region and East Africa Community. The city can easily be reached by Ugandans and Kenyans through Lake Victoria and by road to countries of Rwanda, the Democratic Republic of Congo, and Burundi.

1.2 Geographical Location

Mwanza City is located on the southern shores of Lake Victoria in the Northwest Tanzania. It covers an area of 256.45 square Kilometers of which 184.90 Km (72%) is dry land and 71.55 Km (28%) is covered by water. Of the 184.90 Km dry land area, approximately 173 Km is urbanized while the remaining areas consist of forested land, valleys, cultivated plains, and grassy and undulating rocky hill areas.

1.3 Land Area

Mwanza City has a total area of 256 Sq. Km, divided into a land area covering 173 Sq. Km, equivalent to 67.6 percent of the total area and 83.0 Sq. Km, equivalent to 32.4 percent of the water area, is mostly dominated by Lake Victoria. Compared with other Councils in the Mwanza region, Mwanza City possesses the smallest area covering a total area of (25,233.0 sq. Km) of the Region. At the ward level, Mkolani is the largest ward possessing 19 percent of the City area followed by Buhongwa (17.6 percent) and Igoma (16.0 percent). The least wards in terms of area are Pamba and Mirongo covering only 0.8 percent of city area each.

1.4 Administrative Unit

Administratively, Mwanza City Council comprises one division, namely Nyamagana which is distributed into 18 Wards and 175 Mitaa. However, it is important to note that, although Mwanza acquired city status in the year 2000, it is still having both rural and urban settings which makes it to have an urban and rural setting. The urban wards comprise Mbugani, Bulimba, Mkuyuni, Mabatini, Nyegezi, Nyamagana, Igoma, Pamba, Mkolani, Mirongo, Isamilo, and Igogo. The rural wards are formed by Lwanhima, Kishili, Buhongwa, Mhandu, Mahina, and Luchebele. Besides, Luchebele is relatively the largest ward occupying 37.313 sq km in the city followed by Bushiri and Butimba while Mabatini is the smallest ward with 1.755 square kilometers.

Table 1: Number of Administrative Units by Division by 2021

Name of Division	Ward	Number of Mitaa	Number of Hamlets
Nyamagana	Buhongwa	18	18
	Lwanhima	18	18
	Mkolani	10	10
	Luchebele	10	10
	Butimba	8	8
	Nyegezi	8	8
	Igogo	9	9
	Mkuyuni	8	8
	Pamba	10	10
	Nyamagana	4	4
	Mirongo	3	3
	Isamilo	11	11
	Mabatini	6	6
	Mbugani	6	6
	Mahina	9	9
	Mhandu	11	11
	Igoma	16	16
	Kishiri	10	10
Total		175	175

1.5 Climate

Mwanza City lies at an altitude of 1,140 meters above sea level with mean temperature ranges between 25.7OC and 30.2OC in the hot season and 15.4OC and 18.6OC in the cooler months. The city also experiences average annual rainfalls between 700 and 1000mm falling in two fairly distinct seasons, short and long rainfalls. The short rain season occurs between the months of October and December and the long rain season last between February and May.

The topography of Mwanza City is characterized by gently undulating granites and granodiorite physiographic with isolated hill masses and rock inselbergs. It is also characterized by well-drained sandy loamy soil generated from coarse-grained cretaceous. The vegetation cover is typical savannah with scattered tall trees and tall grass.

1.6 Agro-Ecological Zones

The status of the city causes the existence of the agriculture-economic Zone to be not extensive to date. There are only 21square hectares suitable for irrigation. Currently, an urbanization process transformed the extensive Irrigation system into simple irrigation along the lake shores and some inland areas. Irrigation is mostly used in vegetable, fruit, and maize production. The main areas where agriculture is practiced include; Kishili, Lwanhima, Buhongwa, and Mkolani Wards respectively. However, the production of vegetables

and fruits are increasing due to higher market demand within the city, whereas, several tons of vegetables and fruits are transported from other areas such as Kagera, Geita, and Sengerema.

1.6.1 Plateaus

The city has a plateau area, are flat elevated landform that rises sharply above the surrounding area on at least one side. They are landforms, along with mountains, plains, and hills. Erosion has influenced the shape of a plateau. Soft rock often has eroded on the top of plateaus. Many areas in the city are topped with a hard, durable surface called caprock which protects the plateau from erosion of the soil underneath it.

1.6.2 Lowlands and River Valley

The lowlands and river valley of Mwanza city are characterized by flat lowlands covered in fertile farmland and lakes periodically interrupted by high peaks. In most cases, the lowlands and river valleys of Mwanza City form the most fertile flatlands along mountain ranges and along plateaus.

1.7 Population Size, Growth, and Density

According to the 2002 Population and Housing Census report, in the year 2002, Mwanza City Council had a total population of 241,923; while in 2012, the city had a total population of 363,452, of whom 177,812 were male and 185,578 females. It is indicated further in the report that the annual growth rate of Mwanza City council's population in 2012 stood at 3.4%. It was projected that in the year 2021, the city could have a population of 575,762 (293,639 Females and 282,123 Male). with the annual population growth rate standing of 3.4%, this is above the projected national population growth rate which is expected to decrease from 3.1 percent in 2013 (with a population of 46,356,279) to 2.8 percent in 2035 (with a population of 89,204,781). On average, population density increased from 945 persons per Sq. km in 2002 to 1,420 persons per Sq. Km in 2012.

There is heterogeneous population distribution between wards attributed to miscellaneous economies of scale. Out of 18 wards, Kishiri is the most populated (2021 population projection) ward followed by Buhongwa, Butimba, Igoma, Mkolani, Mahina, Mbugani, Nyegezi, Isamilo, Mkuyuni, Mhandu, Mabatini and Lwahima having a population of above 30,000 people while Mirongo is the least populated ward occupying only 1,248 people of the Mwanza City. The population of Mirongo ward is equivalent to 0.22% of the total City population. The city is also experiencing a significant uneven population distribution per area. According to the Population and Housing Census of 2012 and the population projections, Mwanza city is currently and will remain considered to be the most densely populated zone in Mwanza Region. This considerable population has been attributed to migration and increased fecundity associated with improved social services in urban areas.

1.7 .1 Ethnic Groups

Mwanza City Council is one of fast the growing cities in Tanzania experiencing fast population growth through both natural increase and migration. As a result, there are varieties of ethnic groups living in the city. The major ethnic groups are Sukuma, Zinza, Kerewe, Kara, Haya, and Kurya, though there are other minorities ethnic groups such as Nyamwezi, Arabs, Hindi, and other Asians who speak their native languages along with Swahili. The important thing to note is that the Sukuma tribe has sub-ethnic groups such as Bakamba, Bakwimba, Bagolo, Baminza, Bajigaba, Balungu, Babasana, Bahwela, Bakwaya, Nyantuzu, and many others, but all of them speak the same native language of Kisukuma along with Kiswahili.

1.8 Mandate and Functions of Mwanza City Council

1.8.1 Mandate

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

1.8.2 Functions

According to the Urban Authority Act, No 8 of 1982 Mwanza city council is generally mandated the functions of

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

1.9 Purpose of the Plan

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

Besides, it is anticipated that this strategic plan will improve the performance of the council in service delivery, create more relevant institutional structures, and improve transparency and communication between management, employees, and stakeholders. To increase institutional, departmental, and individual accountability and to establish priorities for efficient and effective resource allocation.

1.10 Methodology

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

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

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

1.11 Strategic Plan Layout

The strategic plan for the Mwanza city council is divided into Four Chapters, where Chapter One presents background information on the council, the mandate, and functions of the Mwanza city council, the purpose of

the plan, methodology. Chapter Two provides information on the situation analysis of the council that entails the performance review, Strength, Weaknesses, Opportunities, and Challenges (SWOC) Analysis, stakeholder analysis; Political, Environmental, Sociological, Technological, and Legal (PESTEL) analysis; analysis of recent initiatives; Linkage between the council and national frameworks and analysis of critical issues. Chapter Three presents the strategic direction in which the vision, mission, strategic objectives, Strategies, Targets, and Key Performance Indicators have been presented through the strategic plan matrix, and Chapter Four describes the result framework, plan implementation, monitoring, evaluation, review, internal and external reporting plan.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

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

2.2 Analysis of the Previous Vision and Mission

2.2.1 The Previous Vision

To be an economic hub with a conducive environment for investment and provision of high-quality services for sustainable development by 2025.

2.2.2 The Previous Mission

To create enabling environment for investment and provide high-quality service through efficient utilization of available resources for sustainable development of the community. The analysis of the current situation revealed that the previous vision and mission were not adequate based on the amendment and the approved organisation structure of Local Government Authorities (LGAs) (*Approved by the President on 29th January 2022*). The approved functions and organization structure of the Local Government Authorities (LGAs) comprise nine (9) divisions and nine (9) Units where some previous departments and units have been abolished while amalgamating some to formulate new divisions and units with wider coverage in service delivery.

2.3 Performance Review

This strategic plan under review was implemented over the past five years ranging a medium-term planning horizon from 2016/17 to 2020/21 centered on Ten (10) strategic objectives that guided the council in striving towards achieving its vision. The performance review involved an assessment through tracking the level of achievement of strategic objectives through respective targets (deliverables). The main achievement, constraints, and way forward for 2016/17 – 2020/21 are summarized below.

2.1.1 Objective A. Services Improved and HIV/AIDS Infections Reduced

- A total of 25 Mitaa Multisectoral AIDs Committees (MMACs) were formulated by 2021 this makes a total of 45 MMACs available in the council.
- A total of 5 WMACs and 25 MMACs have been trained on the coordination of HIV/AIDS issues in their areas.
- A total of 40 groups of people living with HIV/AIDS have been formed which makes a total of 68 groups.
- Care and support were provided to 9 staff affected with HIV/AIDS.
- Awareness seminars and incentives regarding HIV/AIDS have been conducted for 21 staff

- Council staff capacitated on HIV/AIDS training through seminars and meetings
- Awareness of corruption was conducted to council staff through staff meetings and seminars

2.1.2 Objective B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

- Awareness seminars on corruption have been conducted for staff

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

- Actual own source revenue collection increased whereby the approved budgeted for 2020/2021 was TZs. 17,366,134,120.00 while the actual Collected amount was TZs. 15,249,066,027.79 equals to 92% of the total budget
- A total of 9374 students' chairs were manufactured which makes a total of 30922 students chairs.
- A total of 10728 tables were made which makes a total of 30883 tables.
- A total of 148 science teachers were recruited which makes a total of 369 science teachers in the council
- A total of 104 teachers' chairs were constructed to make a total of 692 teachers' chairs available. 97 tables were constructed to make a total of 617 tables available
- 623 secondary teachers trained which makes a total of 1247.
- Form IV examination results performance increased from 72% to 93%
- Form six results performance increased from 92% to 97%
- Standard Four pass rate in National examination increased to 96%
- Standard Seven pass rate in the National examination increased to 94.1%
- One (1) special need education unit center has been constructed
- 28 MEMKWA centers, 23 MUKEJA centers, 24 active ODL centers, and One (1) KKT center were constructed
- A total of 5000 trees were planted in primary schools
- A total of 97 classrooms have been constructed
- One (1) Teacher's house has been constructed
- Livestock disease outbreaks reduced to 50%
- Milk production increased to 4500L per cow per year
- Egg production per cow raised to 250 per chicken per year
- Cattle death rate reduced to 5%
- Only 2 livestock staff employed.
- Leptospirosis reduced to 15%
- Five BMUs were provided with training
- Illegal fishing reduced to 10 reported cases annually
- 5 wards (Luchelele, Buhongwa, Mkolani, and Mahina) trained in fish farming
- A total of 18 Junior Council have been trained and operated
- Availability of essential medicines, medical equipment, and diagnostic supplies in health facilities increased from 75% to 96% by 2021
- 1 X-ray Machine has been procured and installed.
- The maternal mortality rate has raised from 251/100,000 to 261/100,000 by June 2021
- Infant mortality rate reduced from 24/1000 to 6.1/1000 by June 2021
- Under-five mortality rate reduced from 14/1000 to 9.3/1000 by June 2021

- The availability of human resources for health has increased from 76% to 86% by June 2021
- TB cure rate increased from 84% to 98% by June 2021
- The prevalence of Malaria cases has reduced from 13.2% to 8.1% by June 2021
- Capacity management of NCDs (diabetes, hypertension, mental and oral conditions) has increased from 49% to 75%
- Complication due to injuries/fractures has reduced from 3.6% to 1%
- Health centers have increased from 2 to 3 by June 2021
- Delivery units increased from 0 to 20 units by June 2021
- Facilities with laboratory rooms have increased from 5 to 12
- Enrollment of CHF members has increased from 3% to 6.8% by June 2021
- Vehicles available are 2 by June 2021.
- A total of 17 wards (94%) out of 18 wards provided solid waste management services
- A total of 98,061.28 tons of solid waste were collected and disposed of equivalent to 75% of 129,948 tons of solid waste generated annually in Mwanza City Council.
- A total of 31,887 tons of solid waste generated diverted for reuse, recovery, and recycling business through informal collectors/rug pickers/ street waste pickers which is equivalent to 24%
- Facilities and infrastructure were constructed and Buhongwa sanitary landfill was operational by 100% whereby a total of 105 community clean-ups campaigns were implemented; a total of 20 sensitization meetings were conducted at wards and streets level, and a total of 18 environmental school clubs are active in environmental protection and conservation initiatives including tree planting.
- A total of 10 technical staff attended capacity-building training, seminars, and exchange visits for learning and experiences sharing on Integrated Solid Waste Management (ISWM) organized by Vice President Office-Environment, President Office -Local Government Authorities, National Environment Management Council, United Nations Development Programme and AMREF
- A total of 4 projects on environmental management were implemented and this makes a total of 6 projects namely: Taka ni Mali Project with Swiss Contact Tanzania under Swiss Development Cooperation; Mwanza Environmental Governance Partnership project with Governance Links Tanzania; Pro-poor sanitation enterprise with AMREF; Accelerator Lab with UNDP.
- A total of 15 Community-based organizations engaged in cleaning and solid waste collection services in peri-urban wards.
- 364 women and youths were employed in contracted CBOs and private companies to offer solid waste collection services
- One Sports Center with 4 games playgrounds has been contracted
- 36 entertainment halls in Mwanza City council have been visited and registered
- A total of 3 traditional sports bonanzas have been conducted
- A total of 4 community traditional festivals have been conducted
- A total of 1,440 permits have been given to the community members for sports, advertisement, and entertainment activities
- Registration of cultural groups, entertainment halls, individual artists, sports associations, and sports were conducted 3 sports associations, 31 sports clubs, 12 cultural groups, 36 entertainment halls, and
- A total of 52 individual artists have been registered with the National sports council and BASATA.
- Cultural and sports commotion conducted namely: UMITASHUMTA and UMISSETA games have been coordinated from classrooms to the international level; special Olympics games have been

coordinated from school to the national level and special interschool competition for girls has been coordinated.

- Stakeholders were provided with capacity building on sports and culture whereby 1 seminar session for singers, actors, drawings artists, traditional dancers, and writers have been given
- A total of 52 schools' sports teachers have been given sports teaching training

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

- The 2015-2035 Mwanza city master plan was developed
- 19 detailed plans
- Human settlement in planned areas increased to 58.93% through surveying 57,330 plots
- Management of Land Information System (MOLIS) for land Rent Assessment and Land allocation installed
- 1,213,992,010.3 paid for land compensation
- Awareness workshops on squatter incorporation and participatory approach were conducted in 13 wards
- land rangers' and building inspectors' Units not established
- 1700 Acres of land bank were allocated and the process of acquisition is about 25%
- 13 students' latrines were constructed which makes a total of 580 latrines.
- 150 classrooms constructed in secondary schools which makes a total of 564 available classrooms.
- 6 dormitories were constructed which makes a total of 27 available dormitories
- 27 Accountants, 3 Accounts, and 7 trade officers were provided with statutory benefits by 82% of the total targeted employees
- 11 Accountants, 2 Accounts assistants 7 trade officers were trained as per the training plan by 28% making a total targeted employee
- 85% of financial statements generated from the EPICOR system were timely prepared annually
- 10,673 business licenses were issued to business people by June 2021 making 53% of target
- Reconciliation between LGRCIS and Epicor improved by 89%
- 5 markets rehabilitated with respect to the provision of electricity, water supply, sewage system, toilets
- Facilities were provided for Machinga such as electricity, water supply, sewage system, toilets

2.1.5 Objective E. Good Governance and Administrative Services Enhanced

- 119 new staff from different professionals were recruited
- 3870 staff from different sectors were promoted
- 5 Mtaa offices completed (Kagomu, Kishili B, Buhongwamashariki, Nyerere B, and Idaraya Maji)
- 10 staff facilitated attending long-term training and 10 staff facilitated attending short courses training
- The number of cases was reduced to 60 from 86 cases
- Sensitizing and awareness creation to all stakeholders in airing their views towards the process of enacting by-laws was conducted in 193 wards and Mtaa executive officers
- 7 Legal section staff were been trained on legal matters
- 193 ward and Mtaa executive officer sensitized on various legal by-laws

2.1.6 Objective F. Social Welfare, Gender, and Community Empowerment Improved

- 25 Mitaa Multisectoral AIDs Committees (MMACs) formulated by 2021 this makes total of 45 MMACs

- 5WMACs and 25 MMACs have been trained on the coordination of HIV/AIDS issues in their areas.
- 40 groups of People Living with HIV/AIDS have been formed which makes a total of 68 groups.
- 558 Women Groups accessed soft loans from the Council. This makes a total of 858 Women's Groups
- There is an increase in the number of loans provided to women groups from 2,000,000 to 28,000,000 per group
- Training on entrepreneurship and project management has been provided to 558 women's groups this making total of 759
- Amount of TZs. 24,442,500 has been recovered out of 33,000,000.
- 282 Youth groups accessed soft loans from the council, this makes a total of 545 youth groups beneficiaries
- There is an increase in the number of loans provided to Youth groups from TZs. 2,000,000 to TZs. 80,000,000 per group
- Training on entrepreneurship and project management has been provided to 282 Youth groups this makes a total of 483 groups.
- 1920 CBOs have been registered this makes a total of 2220
- Child marriages have reduced from 15 cases to 0 by June 2021
- Parenting skills to parents and other caregivers have increased from 08 wards to 18 wards by 2021
- The number of child abuse has reduced from 100 to 94 by June 2021
- Knowledge of life skills and reproductive health, child protection for Child Protection Teams, MVCCs, students, and teachers increased from 10 wards to 18 wards by 2021
- The number of street children reduced from 1314 to 978 by June 2021.
- The number of elderly people provided with an identity card for medical care exemption has increased from 5398 to 10422 by June 2021

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

- The environmental education section for community behavioral change was formulated namely: 10 Environmental officers, 54 Health Officers, and some NGOs such as EMEDO, Let's Do It, Nipefagio, Governance Links, AMREF, SEMMA-SAUT collaborated as community change agents for friendlier environmental behaviors.
- Environment continuity education programs were designed and implemented namely 21 environmental education programs implemented in 18 wards and 18 Primary schools.
- Morongo river cleanness operations were conducted whereby 10 clean-ups were implemented and waste branding and auditing conducted

2.1.8 Objective H. Local Economic Development Coordination Enhanced

- A total of 12,383 interviewed households the targeting and enrolment exercise was conducted at the streets level in 170 streets.
- A total of 221 marginalized groups of 10 to 15 members were successfully formulated from the visited 81 streets making 71% of the expected result.
- A total of 5 infrastructure development was provided in education and health to enable service poor communities to realize the objectives of a safety net
- A total of 793 disabled households and 137 new households were validated for TASAF support.

- 5 ICT staff out of 8 attended professional courses
- Collaboration with one sister city (us burg from Germany) has been maintained
- ICT infrastructures are maintained and equipped by 5 departments out of 19
- 15 departments and units provided with communication systems and services.
- Notice board provided to 18 ward offices.
- The council website is updated regularly
- 6 stakeholders out of 8 have been linked with the Mwanza City Council website
- Two departments out of 19 have been provided with training on ICT skills
- Support from 12 departments and 5 units was provided to Internal Audit Unit
- 12 departments and 5 units were audited and capacitated on improving internal controls.
- 5 staff from the internal audit unit were capacitated on professional development
- 120 staff from secondary schools, primary schools, and wards were capacitated on record keeping, project and contract management

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

During the implementation of the previous strategic plan commenced 2016/2017 to 2020/2021, Mwanza city council faced some constraints which include among others:

- Insufficient funds to implement development projects
- Shortage of staff in different sectors
- Weak community engagement in development projects
- Insufficient transport facilities.
- High operational and maintenance costs for solid waste management
- Inadequate preventive planned repairs and maintenance of solid waste trucks and plants
- Poor environmental conservation practices among communities
- Littering problem and illegal dumping of wastes
- Absence of agricultural training centers (Agricultural Resource Center)
- Poor support from the cooperative societies' members
- Inadequate supply of essential medical supplies and equipment
- Inadequate maintenance and repair of X-Ray machine
- Delayed referral from lower to higher facilities
- Inadequate specialized services due to long distance.
- Inadequate knowledge and skills among health workers
- Poor follow-up on TB cases
- Lack of reliable source of power in health facilities
- The unwillingness of the community to shift from CHF to iCHF
- Low community involvement in fighting against child abuse issues
- Low involvement of adolescent youth in reproductive health
- The high influx of street children from nearby districts and outside the region
- Lack of enough knowledge on corruption in the community
- A large number of enrolled students in secondary schools due to free education.
- Insufficient infrastructure in secondary and primary schools
- Stigma among People Living with HIV (PLWHAs)
- Low loan repayment from development groups

2.3 Strength Weaknesses Opportunities and Challenges (SWOC) Analysis

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

2.3.1 Strength

- Establishment of electronic devices and information systems for revenue collection
- Availability of updated communication platforms
- Adherence to open government partnership (OGP)
- Implementation of Public Private Partnership
- Availability of strategic areas for investments
- Existence of skilled multidisciplinary staff.
- Availability of working infrastructures
- Well-established investment properties such as halls, markets, and bus stands
- Establishment of the solid wastes management system
- Existence of city council by-laws
- Availability of social services infrastructures
- Availability of strong and stable political leadership
- Availability of physical address and postcode infrastructures

2.3.2 Weaknesses

- Shortage of working facilities
- Delayed payments (employees paid by own sources)
- Poor records management
- Delays of disbursement of funds to support recurrent (development) expenditure
- Untimely responsiveness to public queries
- Weak responsibility among staff
- Weak budget performance
- Underutilization of physical resources (solar projects, abattoir, and Gandhi Hall)
- Lack of operational research and development for the sectoral implementation of activities
- Delayed procurement process
- Delays in responding to auditing queries
- Unfair distribution of funds for implementation of approved budget among divisions and units
- Less response to department priority
- Inadequate own source funds to meet community demands
- Poor dissemination of information among staff
- Poor involvement and inadequate facilitation during the budget session
- Low awareness and willingness of community members to contribute to the development projects.
- Delay of payments to staff benefits
- Inadequate short courses, on-job training, job rotation, and staff development
- Untimely completion of development projects
- Outdated City council by-laws
- Weak execution by-laws
- Absence of pork and poultry abattoir

- Some public institutions located in un-surveyed areas
- Shortage of playgrounds, recreation Centres, and sports and culture arena
- Shortage of Ward and Mtaa Executive offices
- Shortage of ICT infrastructure in council offices, schools, mtaa/ward offices, dispensaries, and health Centres
- Inadequate buildings to facilitate health services provision
- Lack of sports and cultural academies
- Poor preventive maintenance and repair plan for council assets

2.3.3 Opportunities

- Location for Mwanza City Council being a hub (co center for business for East Africa)
- The availability of Lake Victoria is an attraction for industries, tourism, and transportation
- The strategic location of Mwanza city on a gateway to great lakes countries
- Availability of information technology and communication systems
- Availability of academic institutions Presence of private sector service(s) providers.
- Good collaboration with development partners
- Availability of tourism attractions
- Good relations with sister cities
- Availability of modern sanitary landfill

2.3.4 Challenges

- Inadequate fund resources
- Delays in the disbursement of funds from the central government
- Political interference and conflicts in decision making
- Shortage of staffs
- The unwillingness of some community members to pay city levies and charges
- Inadequate social infrastructures
- Income poverty among communities
- Unplanned settlements
- Changes in policies and guidelines governing revenue sources and ownership
- Ad hock activities and directives from a higher level
- High rate of immigrants from neighboring regions
- Climate change and variabilities
- Environmental pollution and degradation
- Eruption of pandemics
- Low rate of loan recovery among economic groups
- Existence of street children and beggars
- Unstable internet connectivity and information systems
- Increased rate of Gender-Based Violence.
- Existence of land use conflicts
- Inadequate involvement of institutions in the development of ICT systems
- Increase of unprofessional journalism in a community
- Shortage of science teachers
- Weak implementation of the master plan
- Lack of by-laws to protect artist's work
- Low coverage of households' sewerage systems
- Low coverage of water supply

- Unreliable electric supply
- The shift of some own revenue sources to central government
- High mortality rate
- Vulnerability to disasters
- Communicable and non-communicable diseases
- High level of malnutrition
- Low coverage of health insurance schemes
- High generation of solid wastes and street littering
- The negative perception of environmental behavior
- Spread of invasive alien species
- Illegal fishing and overdependence on the lake fishing
- Inadequate school buildings
- Encroachment of ecologically sensitive areas

2.3 Stakeholders Analysis

Mwanza City Council has heterogeneous stakeholders with varied interests, perceptions, expectations, and capacities. Therefore, priorities' basic premise behind stakeholders' analysis for the City Council was that different groups have different concerns, capacities, and interests. Therefore, this need to be explicitly understood and recognized in the process of problem identification, objective setting, target formulation, and strategy selection. Stakeholders' analysis in Mwanza city council involved the process of analyzing individuals, groups of people, institutions, or firms that may have a significant interest in the success of the rolling strategic plan (either as implementers, facilitators, beneficiaries, or adversaries). The ultimate aim is to help maximize the socio-economic development of all stakeholders. Stakeholders' analysis result for Mwanza City Council is provided in the matrix below.

Table 2: Stakeholders Analysis matrix

No.	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if the expectation is not met	Rank H=High, M= Medium and L=Low
1.	Councilors	Provision of allowance Technical assistance Information on various issue Capacity building	To meet the demand of the community; to remain in power; the improved livelihood of the community; to be provided in the statutory right; to expect to see value for money, and to be provided with conducive working conditions among the technocratic staff.	There is mistrust and loss of legitimacy between the council and the community. Failure in the implementation of development projects. To lose the position during the election	High
2.	Financial institutions (NBM, NBC, CRDB, BOA, Postal Bank, Exim Bank,	Provision of a conducive environment for business. It provides a link	Profit maximization. To acquire customers.	To remove the investment Decrease foreign direct investment	High

No.	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if the expectation is not met	Rank H=High, M= Medium and L=Low
	Equity Bank, Azania Bank, UBA, KCB, Mwalimu Bank, Mkombozi, ACCESS, Standard Chartered, DTB, TCB, ABSA, Amana, Baroda)	with the community to access loan	Peace and harmony for investment		
3.	Community members	Social economic service	Delivered with quality serves. To be enhanced with improved livelihood	Mistrust with the council. Persistence of poverty among communities	High
4.	The media	To deliver information	Transparent in providing information	They tarnish the image of the council	High
6.	NGO's	Registration service Provision of working permit	Good working environment	Withdrawn the projects	Medium
7.	CBO'S	Registration Collaboration Technical and financial support	Conducive working environment	Collapse and Lack of trust	Medium
8.	Faith Base Organizations (FBOs)	Facilitation in registration	Recognition and maximum collaboration	Failure in the provision of service to the community	Medium
9.	Religious institution	Collaboration and recognition	Maximum collaboration	Absence of peace and harmony Failure in implementation of the development project	High
10	Central government	Coordinating directives from the central government. Implementing the directive from the central government	Obedient, Adhere to guidelines rules and regulations, Value for money of development project which the fund	Accountability Reduced amount of funds disbursed	High
11.	Council employees	Conducive working environment	To be provided with a conducive working environment	Loss of morally. Poor service delivery to the community	High
12.	Social security funds (PSSSF, NSSF, NHIF)	Provision of members	More contribution from members. Provided with contribution timely	Failure to operate. Weak capacity in providing pensions to	High

No.	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if the expectation is not met	Rank H=High, M= Medium and L=Low
				members	
13.	Suppliers	Tenders	To win more tender from the council. Profit maximization	Poor service delivery	High
14.	Utility agencies (TANESCO, EWURA)	Costumers	Maximum collaboration. Timely paid	Withdrawn services from the council	High
15.	Influential people	Recognition	To be recognized	Tarnish the image of the council. Hamper the development initiatives	High
16.	Development Partners	Collaboration Acceptance Good working environment Relevant	Maximum support Adherence to their conditions	Withdraw support	High
17.	Sister Cities	Recognition. Acceptance of project delivered to the community through the council	Maximum collaboration and Faithfulness. Adherence with conditionality	Withdraw from support	Medium
18.	Business community	Providing a conducive working environment, license and training	Conducting environment for doing business	The collapse of the business. Decrease of revenue collected from internal sources	High
19.	Mtaa chairperson	Directives from the council. Capacity building	Maximum collaboration. Timely provision with statutory benefits	Loss of morally will contribute to failure in the implementation of the development project. Lack of peace and security at a lower level among communities	High
20.	Investors	Providing a conducive working environment.	Conducting environment for doing business.	The collapse of the business. Decrease of revenue collected from internal sources	High
21.	Contractors	Providing	Free and fair	Mistrust against	High

No.	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if the expectation is not met	Rank H=High, M= Medium and L=Low
	(Strategic Projects)	tenders. Providing a conducive working environment.	competition in tendering. Timely paid	the council	
22.	Higher learning institutions	Providing areas for student's fieldwork, Providing employment opportunities for graduates	Maximum collaboration. Provided with enough opportunities for fieldwork	Mistrust against the council	High
23	Research Institutions	Providing information and areas for research	Maximum collaboration. Provided with required information timely	Mistrust against the council	High
24	Private sector supporting service delivery	Providing a conducive working environment.	Conducting environment for doing business.	The collapse of the business. Decrease of revenue collected from internal sources	High

2.5 PESTEL Analysis

Mwanza city council analyzed political, economic, sociological, technological, environmental, and legal aspects that could influence the implementation of the plan in striving toward achieving its vision. The analysis focused on the assessment of macro (external forces) facing the council that shall be successfully monitored and responded to changes.

2.5.1 Political Aspect

The Tanzania political environment remained stable which fosters the smooth implementation of economic and financial policies, legislations, regulations, and frameworks. The council intends to benefit from the measures undertaken by the government such as strengthening international relationships, maintaining peace and security among regional member states, trimming down bureaucracy, increase combat against corruption hence promoting economic development.

2.5.2 Economic Aspect

Tanzania has, over the past period, continued to register tremendous economic growth of Gross Domestic Product (GDP) together with a stable macroeconomic environment. Over the past years, annual GDP growth was maintained at an average of 6 to 7 percent, peaking at an average rate of 6.9 percent between 2016 and 2019. The country has been able to qualify as a lower middle-income country as of July 2020. However, the annual GDP growth rates are still lower than TDV 2025 targeted rate of more than 8 percent per annum, which was considered necessary to eradicate absolute poverty and for realizing the motivated objectives of the vision. However, the world is facing an economic crisis due to the COVID-19 pandemic in which Tanzania is included. COVID-19 affected Tanzania's economy where the country witnessed a GDP decline from 6 to 5.9 percent, however, the economic trend still provides a bright future for the Mwanza city council in executing its function. The plan will also enforce prudent economic strategies for sustainable economic growth by taking

into consideration all the strategic risks and their mitigation measures.

2.5.3 Social Aspect

The country retains strong national unity with an engaged civil society and nascent private sector. Such stability contributes enormously to the government's ability to focus on national development issues, including education. By 2022, Mainland Tanzania's population is estimated at 59.5 million. The country continues to witness the existence of poverty due to income and expenditure disparities that exist in the communities. Intuitively, poverty is one of the flagrant risks in achieving the National Development Vision 2025. Through this plan, the council will implement strategic interventions toward poverty reduction and addressing income inequalities through allocating resources to projects which have direct impacts on sectors that contribute to the social and economic well-being of all citizens.

2.5.4 Technological Aspect

Rapid development in Information and Communication Technologies (ICTs) in recent years has resulted in significant changes in communication. This in turn had an impact on education and training, both in terms of the content and delivery. Additionally, the government is undertaking various digital revolution initiatives, including the National Internet Data Centre (NIDC), National ICT Broadband Backbone (NICTBB), National ICT Policy (2016) and its implementation strategy, e- Government Operationalization, and National Cyber Security Strategy 2016. The council will take advantage of those initiatives to oversee the proper use of technology to improve education services delivery mechanisms.

2.5.5 Environmental Aspects

The sustainable development of any country depends on the environment and endowed natural resources as a national asset. The government of Tanzania continues to strengthen governance systems for environmental protection and sustainable natural resource use for benefit of present and future generations. The environment management in Tanzania is mandated by Vice President's Office- Minister for Environment, Director of Environment, National Environment Management Council, Local Government Authorities, and Environmental inspectors. The sustainable management of environmental resources in this plan will consider implementing the key intervention areas which include the promotion of renewable energy technologies, climate change adaptation and mitigation, biodiversity conservation, pollution prevention, and control, curbing illegal harvesting of forests, and trading of wildlife. Mwanza City Council is keen to ensure the sustainability of environmental resources through existing governance frameworks stipulated in the Environmental Management Act. no. 20 of 2004 and subsequent sectoral policies governing natural resource use and environmental management. The City Council will enforce laws, and enact by-laws to ensure key interventions directed in the National Five-Year Development Plan 2021/2022- 2025/2026 are strongly promoted and implemented to meet national goals and objectives.

2.5.6 Legal Aspects

The existence of prudent legal and regulatory frameworks that govern the country, contributes to the smooth implementation of the council mandates, roles, and functions. The council will continue using legal and regulatory frameworks in the implementation of plans and strategies.

2.6 Analysis of Recent Initiatives

Recent initiatives describe issues that occurred during the implementation of the 2016/17 – 2021/22 strategic plan which were not planned for. Most of the issues originated from government directives and programs with special funding in different sectors. It also explicates the immediate steps taken by the council to address

emerging challenges that occurred during the implementation of the 2016/17-2021/22 strategic plan. Table No. 3 describes recent initiatives, achievements, constraints, and the way forward.

Table 3: Recent Initiatives

No.	Initiative	Achievements	Constraints	Way forward
1.	Development of a Physical Address system in all Mwanza City Wards and Mitaa	139,007 residential address has been created and 8,094 roads has been identified by National Physical	Unreliability of the National Physical Addressing (NaPA) system and sometimes	Develop a residential address education program for citizens
		addressing (NaPA) system in all 18 wards	not being available. Insufficient knowledge of postcode data collector -Poor network in some of the area Lack of awareness on the use of physical address and postcode among communities.	Strengthen mechanisms for financial resource mobilization. Conduct training program for Postcode operator
2.	Upgrade previous implemented GOTHOMIS version 3.0 to GOTHOMIS version 4.0.2	One health center and District hospital use GOTHOMIS version 4.0.2	Lack of Servers and ICT devices. Shortage of funds. Lack of knowledge of new technology.	Strengthen mechanisms for financial resource mobilization.
	Animal branding (local cows and donkeys)	A total of 9,489 local cows of 10,213 cows were branded 14 donkeys were branded	Lack of allocated budget The negative perception of the farmers. The inefficiency of the branding techniques	Prioritize and allocate enough budget Strengthen extension services Improve, and prioritize and strengthen branding policies Strengthen PPP
3.	Ear tagging of cattle, donkeys, sheep, and goats)	Education and sensitization are progressing	Lack of allocated budget The negative perception of the farmers	Prioritize and allocate enough budget. Strengthen extension services. Improve, and prioritize strengthening branding policies Strengthen PPP
4.	Prevention and Control of Covid -19	58,202 (29.9%) people were vaccinated. Health education on Corona Virus and Covid -19 provided to the community	The unwillingness of the community to be vaccinated Inadequate education to the community on Covid-19 and corona virus.	Educate the community on Covid-19 and the corona virus.

No.	Initiative	Achievements	Constraints	Way forward
5.	Mapping of 18 wards and 175 mitaa	18 wards and 17 boundaries were identified and mapped	Insufficient professional staff. Inadequate equipment. Shortage of funds.	Enrolment of GIS professionals. Strengthen short courses to staff Allocate enough funds.
6.	Campaign for Prevention and Control of Polio to under-five children	116,334 (125%) Children are vaccinated		Implement routine polio vaccination at the health facility posts including outreach services
7.	Decentralization of solid waste management services and cost recovery	9 private companies and 15 CBOs contracted for solid waste collection services in 17 wards	CBOs and small and medium entrepreneurs providing solid waste collection services lack capital and adequate equipment (capability problem) for coverage of all streets in wards. Delays and bureaucracy in paying solid waste contractors at ward levels	Promote financial inclusion and collaboration with financial institutions to design bank products to support CBOs and SMEs.
8.				
9.	Government Plastic ban 2019	Reduce the single use of plastics and pollution loads in water sources	Weak enforcement of plastic ban importation of banned plastics from neighboring countries	Strengthen law enforcement mechanisms
10.	Pro-poor sanitation enterprises project	15 CBOs capacitated with sanitation technologies		Strengthen Public-Private Partnerships and Community based solid waste management.

No.	Initiative	Achievements	Constraints	Way forward
11.	Adoption of GIS, Satellite imagery, and ODK data collection tools	20 staff capacitated with GIS-based, satellite, and ODK tools 18 Mtaa executive officer trained on data collection using ODK tools GIS maps, satellite imagery, and solid waste data for Buhongwa developed	Inadequate funds	Scale up coverage to other wards

2.7 Review of Relevant Information

The review of relevant information entails the assessment of the external environment which the Mwanza city council is operating under. The external environmental scan focused on relevant National and international policies, plans, and conventions that include: Sustainable Development Goals (2015 – 2030 SDGs); Agenda 2063 – Africa we Want; Tanzania Development Vision (TDV – 2025); Ruling Party Manifesto (2020 – 2025); National Five Years Development Plan 2021/22 – 2025/26 (FYDP - III); Education and Training Policy 2014.

2.7.1 The Tanzania National Development Vision (2025)

Tanzania envisions that by 2025 will have attained a remarkable development from a least developed to a middle-income country in the areas of high-quality livelihood, peace, stability and unity, good governance, as well as an educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits. Upon reaching its vision, Tanzania is envisioned to have the following attributes: peace, stability, and unity; good governance; an educated and learning society; and a strong economy that can withstand competition and benefit many people. Besides, in executing its National Development Vision in 2020 Tanzania graduated to middle-income countries. Based on the core function of the Mwanza city council in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982, in this Act the Council is mandated among other things to further the social and economic development in its area of jurisdiction this will promote the social welfare and economic well-being for all persons.

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

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

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

The major theme of FYDP III is realizing competitiveness and industrialization for human development. The main objective of the FYDP III is to contribute to the realization of the National Development Vision 2025 goals. These goals include Tanzania becoming a middle-income country status and continuing with the transformation of becoming an industrial country with high human development or a high standard of living. Therefore, the FYDP III enhances the thrust of previous plans by emphasizing economic reform, industrial development, and the knowledge and ability to participate fully in international trade. Further, FYDP III highlights increased investment in

science, technology, and innovation as a way for the country to move from a comparative advantage into a competitive advantage, stimulate industrial development, and become competitive in local, regional and global markets. Mwanza city council has the role to strengthen the initiation, formulation, and execution of local economic development projects for increased income at the community level; and strengthen the council's capacity to finance development by ensuring access to domestic revenue and effective management of public expenditure.

2.7.4 The Ruling Party Manifesto 2020 - 2025

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

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

This Blueprint provides a guide to achieving the industrialization dream of creating, in the shortest period possible, the required business-enabling environment where the government and the private sector work hand in hand in realizing the dream. It seeks to put in place a framework that enables the review of BEE for an improved business climate in Tanzania. The Blueprint comprehensively analyses the existing regulatory challenges taking into account best practices internationally and proposes robust principles and guidelines for reforms. It articulates clearly general and specific areas for reform and ways of implementing them with necessary adjustments to suit local conditions pertaining to the country. It sets out a benchmark for undertaking a holistic approach to overcoming the challenges and constraints affecting policy, regulations, delivery, and coordination, which retard the growth of the private sector. The Blueprint also proposes a robust M&E framework in order to keep track of the progress in implementation at national and sub-national levels. LGAs as well as the business community to effectively implement the reforms presented in this Blueprint. Mwanza City Council is strategically located being a hub (co-center for business for East Africa), availability of Lake Victoria is an attraction for industries, tourism, and transportation. Besides, the strategic location of Mwanza city on a gateway to great lakes countries. The strategic location, availability of abundant land, and other resources for investment are among of valuable assets that will attract local and foreign investors to the council that will provide economic growth opportunities.

2.7.6 National Health Policy (2007)

The National Health Policy (2007) aims at implementing national and international commitments. These are summarized through policy vision, mission, objectives, and strategies. The health policy vision is to have a healthy community that contributes effectively to the individual as well as to the nation's development. The mission was to facilitate the provision of basic health services that are of good quality, equitable, accessible, affordable, sustainable, and gender sensitive. The main objective was to improve the health and wellbeing of all Tanzanians, with a focus on those most at risk, and encourage the health system to be more responsive to the needs of the people and, thus increase the life expectancy. Mwanza city council is mandated among other things to implement health policy in promoting healthy living among communities.

2.7.7 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognized as a significant sector in

employment creation, income generation, poverty alleviation, and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force, and has the 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 a lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining, and services. This requires an all-embracing policy in terms of covering the whole range of economic activities being performed by SME from a broad spectrum sector perspective. The policy aims at revolutionizing the SME sector to make it a sustainable agent of stimulation of growth of the economy. The Council has the role of coming up with strategic options for using the available opportunities to enhance the capacity of SMEs in the council.

2.7.8 The National Agriculture Policy (2013)

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

2.7.9 National Fisheries Policy (2015)

The National Fisheries Policy (2015), aims to develop a forceful, competitive, and efficient fisheries sector that contributes to food security and nutrition, growth of the national economy, and improvement of the wellbeing of fisheries stakeholders while conserving the environment. The council has the role of coordinating and supporting the implementation of the policy in the following areas; ensuring effective management and sustainability of fisheries resources and aquatic environment and providing quality extension services that meet the needs of fisher-folks, aqua farmers, and other stakeholders; promoting investment in fisheries and aquaculture infrastructure and facilities for production, processing and marketing; and develop human resources and promote fisheries/aqua farmer groups and associations for the fisheries sector.

2.7.10 The National Policy on HIV/AIDS (2001)

The overall goal of the policy is to provide a framework for leadership and coordination of national multi-sectoral responses to HIV/AIDS. This includes formulation by all sectors of appropriate interventions which will be effective in preventing transmission of HIV/AIDS and other sexually transmitted diseases, protecting and supporting vulnerable groups, and mitigating the social and economic impact of HIV/AIDS. The policy provides the general framework for collective and individual response to HIV/AIDS as it is a serious threat to the survival and development of the nation. Like other LGAs Mwanza city is responsible for coordinating and supporting on implementation of the National Policy on HIV/AIDS.

2.7.11 National Anti-Corruption Strategy and Action Plan Phase III (2017-2022)

NACSAP is a continuation of government efforts to complement other government initiatives in preventing and combating corruption to strengthen good governance across all sectors in the economy. The main objective of the strategy is to strengthen coordination and M & E, improve the administration of justice, devise strong ethics

promotion and awareness strategies, enhance stakeholders' partnership and participation, and strengthen enforcement instruments sanctions, supervision, and incentives in the fight against corruption. In order to support the government initiative in combating corruption, the council has the role of mitigating corruption allegations at the LGA level.

2.7.12 National Decentralization Policy (NDP 2019)

National decentralization policy is basically a "people-centered" and/or "pro-poor" policy. It takes on board all key actors, roles, and responsibilities in the decentralized system across all layers of government and gives stronger emphasis on the active role and involvement of lower-level governments and service facilities as the closest units to the people. In the implementation of the National decentralization policy, the Mwanza City council is responsible for promoting inclusive decision-making and all development intervention.

2.7.13 Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states adopted the global Sustainable Development Goals (SDG) on 25th September 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieving 17 goals and 69 Targets by the 2030 deadline. Mwanza city council's strategic plan shall serve as one of the national vehicles for SDGs goals.

2.7.14 East African Community Initiatives

Tanzania is a member of several regional development initiatives such as the East African Community (EAC). These initiatives provide a number of opportunities to member states ranging from extended markets of goods, services, and human resources. A notable opportunity for the Mwanza city council is to utilize its potential in maximizing production and adding values of produce for export. This may be made by attracting investors from around East African Countries and/or helping the Communities in the Council to access market opportunities offered by these EAC member states.

2.8 Analysis of Critical Issues

From the situation analysis, the Mwanza city council has analysed critical issues. These are the most important issues which need to be addressed, safeguarded, sustained, maintained, and enhanced in order to realize a provision of quality services to the community for sustainable development. From the situation analysis, the following critical issues were identified.

- i. Strengthen mechanisms for financial resource mobilization.
- ii. Strengthen the Monitoring and Evaluation System
- iii. Strengthen coordination and engagement among divisions and units
- iv. Strengthen mechanisms for enhancing community participation in development projects
- v. Strengthen good governance practices
- vi. Enhance communication strategies
- vii. Strengthen community empowerment programs
- viii. Enhance regularization and squatter upgrading
- ix. Harness and diversify investments in commercial projects
- x. Strengthen health facilities, infrastructures, and commodities for services delivery
- xi. Strengthen the engagement of community and private sectors in solid waste management
- xii. Promote sustainable fishing practices and aquaculture development
- xiii. Strengthen Public- Private Partnerships and community-based solid waste management
- xiv. Strengthen extension services

- xv. Create awareness in the community about child abuse and gender-based violence
- xvi. Implement preventive planned maintenance and repair of council generating revenue assets, administrative building infrastructure, and working facilities

CHAPTER THREE

THE PLAN

3.1 Introduction

The chapter presents the Mwanza city council's strategic direction based on the analysis described in the previous chapter, situation analysis enabled the formulation of the council's vision, mission, core values, objectives, strategies, targets, expected outcomes, and key performance indicators.

3.2 The Vision

To be an economic hub for investment and provide quality services for sustainable development.

3.3 The Mission

To provide quality services through efficient utilization of available resources for sustainable development

3.4 The Core Values

The implementation of the strategic plan for Mwanza city council shall be guided by 6 major core values that constitute what the council values most. The formulated core values shall lead the city council staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite guiding principles for effective and efficient service delivery in the council.

(i) Team work spirit

Mwanza city council should manage itself through a participatory style, involving its internal and external stakeholders in decision-making processes. Should work in a team to increase effectiveness and efficiency. All staff and members of organizations put their personal agendas and interests aside to save their needs of its organizational needs and those customers and clients.

(ii) Transparent and accountability

Every person should be accountable for his/her decisions and action, ensuring transparency of process, structure, and communication. All financial matters should be open to all citizens and other stakeholders. All financial transactions are liable for auditing and investigation.

(iii) Professionalism and innovations

Mwanza City council staff should take in mind that knowledge will never be complete and this can be realized through collaborative and continuous learning from other organizations and institutions. The council should foster creativity that fosters inventiveness among staff for the development of the community. The council should come up with interventions that strive to bring about long-term change to the entire community.

(iv) Recognition of the employees' contributions

The city council should recognize and appreciate all staff with outstanding performance in service delivery to community members. There should be fair treatment among staff in the promotion and praise awards.

(v) Fairness, equity, and Customer focused

All staff should perform their functions without favoritism all discrimination against some customers. All staff should avoid all forms of nepotism in terms of sex, religion, political ideology, race, and tribalism in service delivery. All staff should not be biased in political affiliation during service delivery. All functions of the city council should be fair to everybody without profit conscious.

3.5 Strategic Objectives

3.5.1 Objective A. Non-communicable diseases, HIV, and AIDS infections reduced and supportive services Improved.

Rationale

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

Strategies

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

Outcome Indicators

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

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

Rationale

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

Strategies

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

Outcome Indicators

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

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

Rationale

The Government continues to implement various strategies aimed at accelerating the implementation of the National Development Vision, which include: an emphasis on increasing production capacity through the industrial revolution; investment in critical economic infrastructure; strengthening Government expenditure discipline, and access to social services. Further, the analysis of the human development index shows that the country has made progress on human development indicators, including an increase in life expectancy, an increase in literacy rate, a decline in gender inequality index, and a decline in basic needs and food poverty. According to the Urban Authority Act No 8 and Local Government (District Authorities) Act No 7 of

1982, the LGAs have mandated the functions, among other things, to provide quality services to the community, to promote the social welfare and economic well-being of all persons within their area of jurisdiction; subject to the national policy and plans for the rural and urban development and to further the social and economic development of the community.

Strategies

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

Outcome Indicators

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

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

Rationale

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

Strategies

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

Outcome Indicators

- (i) Ratio of infrastructure
- (ii) Standard of infrastructure
- (iii) Accessibility and coverage
- (iv) Infrastructure sector contribution to GDP

3.5.5 Objective E. Good Governance and Administrative Services Enhanced

Rationale

Good governance is vital for any organization to deliver quality services to its clients. Good governance involves human rights, accountability, the rule of law, equity, community participation, responsiveness to the needs of the people, and Transparency in implementing various responsibilities. LGAs shall establish an effective mechanism for adherence to sound governance principles that enhance service delivery's effectiveness and efficiency. These shall be attained through improving communication organization

strategies and enforcing Laws and rules for the public service staff to achieve accountability and productivity. Good governance and administrative services lead to clients' satisfaction and reduce poverty in the community.

Strategies

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

Outcome Indicators

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

3.5.6 Objective F. Social Welfare, Gender, and Community Empowerment Improved.

Rationale

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

Strategies

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

Outcome Indicators

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

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

Rationale

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

Strategies

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

Outcome Indicators

- (i) Biodiversity loss rate
- (ii) Effluent discharge standards
- (iii) Adherence to national environmental laws and principles
- (iv) Access to land and water
- (v) Greenness rate
- (vi) Water quality

3.5.8 Objective H. Local Economic Development Coordination Enhanced.

Rationale

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

Strategies

- (i) Enhance a conducive environment for investment
- (ii) Enhance local economic development initiatives
- (iii) Strengthen Public- Private Partnerships (PPP) in development projects

Outcome Indicators

- (i) City council GDP rate
- (ii) Investment rate
- (iii) Per capita income among communities
- (iv) Wealth ranking
- (v) Urbanization rate

3.5.9 Objective I. Emergency and Disaster Management Improved.

Rationale

A disaster is an unforeseen event that can overwhelm the capacity of the affected people to manage its impact. Disaster management shall involve preparing, supporting, and rebuilding when natural or human-made disasters occur. Tanzania is among the countries prone to events or issues that adversely impact the

achievement of the organization's political, strategic, and operational objectives. Therefore, management of disasters shall involve risk management as a process that identifies loss exposures faced by an organization and selects the most appropriate techniques for treating such disclosures. This also shall apply a systematic approach to managing risks throughout the whole organization by identifying, assessing, understanding, acting on, and communicating risk issues. The emerging disaster preparedness mechanism will involve an integrated organization-wide approach to managing uncertainty through a continuous, proactive, and systematic process to managing a significant change LGAs management culture at all levels.

Strategies

- (i) Strengthen disaster preparedness and response at all levels.
- (ii) Ensure smart infrastructure and facilities are in place for disaster prevention and recovery
- (iii) Strengthen land-use planning and development control mechanism

Outcome Indicators

- (i) Disaster recovery and response rate
- (ii) Disaster deficit index
- (iii) Risk management index
- (iv) Prevalent vulnerability index
- (v) Disaster risk reduction rate

3.5.10 Objective Y. Multi-sectoral Nutrition Services Improved.

Rationale

Although Tanzania has made some good progress in addressing the problem of under nutrition in children, the pace of improvement, especially for the alleviation of stunting, has been slow, with data showing that the prevalence of stunting reduced from about 50 percent in 1992 to about 34 percent in 2015/16. This current level of stunting is categorized as “high” in terms of its public health significance and is higher than the 30 percent average observed for Africa. Moreover, a double burden of malnutrition has emerged where under nutrition exists together with a rapidly increasing problem of diet-related non communicable diseases, especially overweight, obesity, hypertension, and type-2 diabetes that have doubled in adults over the last decade. The slow progress in alleviating stunting has taken place despite the existence of evidence-based, high-impact nutrition interventions, a strong political commitment to address under nutrition, and robust economic growth of about 7 percent for the last decade. To address this challenge, the Government strengthened its leadership in nutrition and took several steps in recent years. At the LGAs level, the government has introduced an objective and outcome of Multi-sectoral Nutrition Services Improved.

Strategies

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

Outcome Indicators

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

3.6 Strategic Plan Matrix

The strategic plan matrix presents strategic objectives, strategies, targets, and Key Performance Indicators (KPIs) which show how the results envisaged in the strategic plan will be measured. The strategic plan matrix is indicated in Table 4 below.

Table 4: Strategic Plan Matrix

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
A.	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved	i. Improve mechanism for control against the spread of HIV and STIs	Awareness of HIV/AIDS and NCD among staff increased from 932 to 4660 by 2025	Number of staff capacitated	Non-communicable diseases prevalence rate.	Human Resource Management and Administration Division
		ii. Improve preventive services for non-communicable diseases			HIV prevalence rate.	
		iii. Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	HIV/AIDS and TB Support services at the workplace Strengthened from 9 staff to 15 staff by 2025	Number of Staff supported with HIV/AIDS and TB services	HIV infection rate.	
			Capacity building on HIV/AIDS conducted increase from 0 to 18 Wards by 2025	Number of wards provided with capacity building on HIV/AIDS		Community Development Division Community Development Division
			Capacity building on HIV/AIDS increased from 5 to 18 WMACs by 2025	Number of WMACs provided with capacity building on HIV/AIDS		
			Groups of People Living with HIV/AIDs supported Increased from 40 to 60 by 2025	Number of Groups of People Living with HIV/AIDS supported		
			HIV incidence rate reduced from 3.2% to 1.4% by June 2025	HIV incidence rate		Health, Social Welfare, and Nutrition Services Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
A.	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved	i. Improve mechanism for control against the spread of HIV and STIs ii. Improve preventive services for non-communicable diseases Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Prevalence rate of STI reduced from 32% to 8% by June 2021	SITs prevalence rate	Non-communicable diseases prevalence rate. HIV prevalence rate.	
			Increased capacity of management NCD from 49% to 95% by June 2025	Management rate of NCDs		
			Increased capacity of management HIV/AIDS from 85% to 100% by June 2025	Management Capacity of HIV/AIDS	HIV infection rate.	Health, Social Welfare, and Nutrition Services Division
			Staff capacitated on HIV/AIDS infection increased from 20 to 56 by 2025	Number of staff capacitated		Agriculture, Livestock and Fisheries Division
			Staff capacitated on prevention of Non-communicable diseases increased from 0 to 10 annually by 2025	Number staff capacitated on prevention of Non-communicable diseases		
			Staff provided with knowledge on HIV/AIDS and STIs prevention increased from 21staffs to 41staffs by 2025	Number of staff provided with knowledge on HIV/AIDS and STIs prevention		Infrastructure, Rural, and Urban Development Division
			Staff provided with knowledge on non-communicable prevention increased from 21to 41staffs by 2025	Number of staff provided with knowledge on non-communicable prevention		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
A.	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved	i. Improve mechanism for control against the spread of HIV and STIs ii. Improve preventive services for non-communicable diseases Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Staff living with HIV/AIDS provided with care and support increased from 21 staff to 41 staff	Number Staffs living with NCD and HIV/AIDS provided with care and support	Non-communicable diseases prevalence rate. HIV prevalence rate. HIV infection rate.	Infrastructure, Rural, and Urban Development Division
			Education on HIV/AIDS increased from 80 schools to 146 schools by June 2025	Number of schools received HIV/AIDS education		Pre-Primary and Primary Education Division
			Education on HIV/AIDS provided from 7 to 10 Planning and coordination division staff by June 2025	Number of staff educated on NCD and HIV/AIDS		Planning and Coordination Division
			HIV /AIDS knowledge among staff increased from 762 to 1470 by 2025.	Number of educated Staff.		Secondary Education Division
			HIV/AIDS support services at the workplace increased from 85 to 90 PLWHIV by 2025.	Number of people supported.		
			HIV/AIDS prevention knowledge to students increased from 38629 to 40443 by 2025.	Number of knowledgeable students		
			Trade officers capacitated on HIV/AIDS prevention increased from 11 to 45 by 2025.	Number of Trade officers capacitated on HIV/AIDS prevention.		Industry, Trade and Investments Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
A.	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved	i. Improve mechanism for control against the spread of HIV and STIs ii. Improve preventive services for non-communicable diseases Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Quarterly training on HIV/AIDS increased from 04 to 10 GCU staff by June 2025	Number of GCU staff capacitated with HIV/AIDS training	Non-communicable diseases prevalence rate.	Government Communication Unit
			Awareness of HIV/AIDS at working place provided to 6 staff by 2025	Number of Staff trained on HIV/AIDS	HIV prevalence rate.	Natural Resources and Environment Conservation Unit
			Staff capacitated on HIV and STI prevention increased from 10 to 15 by 2025	Number of staff capacitated	HIV infection rate.	Waste Management and Sanitation Unit
			Staff capacitated on non-communicable diseases increased from 10 to 15 by 2025	Number of staff capacitated on non-communicable diseases		
			Accountants and other staff Capacitated of HIV/AIDS prevention increased from 39 to 189 by June 2025.	Number of accountants and other staff capacitated on HIV/AIDS prevention.		Finance and Accounts Unit
			7 Internal audit staff capacitated on HIV/AIDS prevention and provision of supportive services by June 2025.	Number of internal audit staff capacitated on HIV/AIDS and supportive services provided to already infected individuals.		Internal Audit Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
A.	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved	i. Improve mechanism for control against the spread of HIV and STIs	7 Internal audit staff capacitated on awareness and anti-corruption prevention measures annually by June 2025	Number of internal audit staff capacitated on awareness and prevention of corruption	Non-communicable diseases prevalence rate. HIV prevalence rate. HIV infection rate.	Internal Audit Unit
		ii. Improve preventive services for non-communicable diseases Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	Staff provided with knowledge on prevention of HIV/AIDS and non-communicable diseases increased from 0 to 7 by 2025	Number of staff provided with knowledge on prevention of HIV/AIDS and non-communicable.		Legal Service Unit
			Capacity building on HIV/AIDS and STDs provided to Sports, Culture, and Arts Unit staff increased from 2 to 10 by June 2025	Number of staff provided with capacity building increased		Sports, Culture and Arts Unit
			PMU staff trained on preventive methodologies against HIV/AIDS, STI and NCD annually increased from 10 to 25 by 2025	Number of PMU staff trained on preventive methodologies against HIV/AIDS, STI and NCD		Procurement Management Unit
			HIV /AIDS and NCD awareness increased for Ward Executive Officers from 3 to 18 by 2025	Number of HIV /AIDS and NCD awareness increased for WEO		Ward Executive Offices

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
A.	Non-communicable diseases, HIV and AIDS infections reduced and Supportive Services Improved	i. Improve mechanism for control against the spread of HIV and STIs	Capacity building on HIV /AIDS and NCD provided to Mtaa Executive Officers increased from 20 to 175 by 2025	Number of Mtaa Executive Officers capacitated	Non-communicable diseases prevalence rate.	Mtaa Executive Offices
		ii. Improve preventive services for non-communicable diseases Strengthen Mechanism for care and support of people living with NCD and HIV/AIDS	ICT staff provided with knowledge on HIV/AIDS and Non-Communicable diseases increased from 7 to 10 by June 2025	Number of ICT staff provided with knowledge on HIV/AIDS and Non-Communicable diseases	HIV prevalence rate. HIV infection rate.	ICT Unit
B.	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	i. Enhance anticorruption interventions	Capacity building and awareness of the war against corruption increased from 932 to 4,660 staff by 2025	Number of Staff with awareness of the war against corruption	Rate of corruption incidences at workplace.	Human Resource Management and Administration Division
		ii. Strengthen implementation of rule of law	Capacity building to Staff on Anticorruption issues increased from 10 to 35 by 2025	Number of staff provided with capacity building on anticorruption issues	Community perception on corruption incidences among staff in public institutions.	Community Development Division
			Increased number of staff capacitated on corruption from 246 (44%) to 576 (100%) by June 2025	Number of staff trained on corruption		Health, Social Welfare, and Nutrition Services Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
B.	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	i. Enhance anticorruption interventions ii. Strengthen implementation of rule of law	Staff capacitated on Anticorruption awareness raised from 25 to 56 by 2025	Number of staff capacitated	Rate of corruption incidences at workplace.	Agriculture, Livestock and Fisheries Division
			Staff provided with an awareness of corruption increased from 21 to 41 staff by 2025	Number of Staff provide awareness of corruption	Community perception on corruption incidences among staff in public institutions.	Infrastructure, Rural, and Urban Development Division
			Capacity building on corruption provided to staff increased from 21 to 41 by 2025	Number of staff trained on corruption		
			Schools receiving Education on corruption increased from 80 schools to 146 schools by June 2025	Number of schools received Ant corruption education		Pre-Primary and Primary Education Division
			Education on Corruption increased from 10 to 28 staff by June 2025	Number of staff educated on corruption during project execution.		Planning and Coordination Division
			Corruption awareness increased from 1247 to 1470 staff by 2025.	Number of people with corruption awareness		Secondary Education Division
			Industry Trade and Investment division staff trained on integrity, ethics, and principles of rule of law increased from 11 to 45 by 2025	Number of trade officers trained on ethics, and principles of rule of law		Industry, Trade and Investments Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
B.	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	i. Enhance anticorruption interventions ii. Strengthen implementation of rule of law	GCU staff trained on corruption increased from 4 to 10 staff by June 2025	Number of GCU staff capacitated with Ant-corruption training	Rate of corruption incidences at workplace.	Government Communication Unit
			6 staff trained on corruption prevention and control by 2025	Number Staff trained on corruption prevention and control	Community perception on corruption incidences among staff in public institutions.	Natural Resources and Environment Conservation Unit
			Staff awareness of anticorruption laws and regulations increased from 0 to 15 by 2025	Number of staff capacitated on anticorruption laws		Waste Management and Sanitation Unit
			Accountants and other staff trained on integrity, ethics, and principles of rule of law increased from 39 to 189 by the end of June 2025	Number of accountants and other staff trained on integrity, ethics, and principle of rule of law		Finance and Accounts Unit
			Staff provided with knowledge on corruption increased from 0 to 7 by 2025	Number of staff provided with knowledge on corruption.		Legal Service Unit
			Sports, Culture, and Arts Unit staff trained on anticorruption awareness increased from 2 to 10 by 2025	Number of staff trained		Sports, Culture, and Arts Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
B.	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	i. Enhance anticorruption interventions	PMU staff trained on corruption issues increased from 10 to 25 by 2025	Number of PMU staff trained on corruption issues	Rate of corruption incidences at workplace.	Procurement Management Unit
		ii. Strengthen implementation of rule of law	Education on corruption increased from 18 to 293 Wards Executive, Mtaa Executive, and Chairperson by June 2025	Number of Ward Executive, Mtaa Executives, and chairpersons educated on corruption in their daily activities	Community perception on corruption incidences among staff in public institutions.	Ward Executive Offices
			ICT Staff provided with knowledge on Anti-Corruption increased from 7 to 10 by June 2025	Number of ICT staff provided with knowledge on Anti-Corruption		ICT Unit
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions.	NGOs facilitated for registration increased from 48 to 70 by 2025	Number of NGOs facilitated for registration	Literacy rate among communities. Living standard conditions.	Community Development Division
		ii. Strengthen collaboration with stakeholders in social service delivery	CBOs registered increased from 567 to 800 by 2025	Number of CBOs registered	Rate of access to quality socio services Rate of poverty among communities	
		iii. Strengthen the mechanism for financial resource mobilization				
			Council health board and health facility governing	Number of council board and health		Health, Social Welfare, and

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			committees capacitated by June 2025	facilities governing committees capacitated		Nutrition Services Division
C.	Access to Quality and Equitable Social Services Delivery Improved	<div><div>i.</div><div>Enhance community engagement in the execution of development interventions.</div><div>ii.</div><div>Strengthen collaboration with stakeholders in social service delivery</div><div>iii.</div><div>Strengthen the mechanism for financial resource mobilization</div></div>	TB case detection rate increased from 79% to 90% by June 2025	TB case detection rate	Literacy rate among communities.	Health, Social Welfare, and Nutrition
			Prevalence of Malaria cases reduced from 4.1% to 2.0% by June 2025	Malaria prevalence rate	Living standard conditions.	
			State of improved health facilities infrastructures at all levels increased from 52% to 75% by June 2025	Percentage of improved health facilities infrastructure.	Rate of access to quality socio services Rate of poverty among communities	
			Availability of medicines, medical equipment, and diagnostic supplies in health facilities increased from 87% to 90% by 2025	Percentage of medicines medical equipment and diagnostic supplies in health facilities increased		
			Availability of human resources for health increased from 76% to 85% by June 2025	Percentage of human resources available		
			Maternal mortality rate reduced from 372/100,000 - 241/100,000 by June 2025	Maternal mortality rate	Health, Social Welfare, and Nutrition Services Division	

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions. ii. Strengthen collaboration with stakeholders in social service delivery iii. Strengthen the mechanism for financial resource mobilization	Infant mortality rate reduced from 8.1/1000 – 3.1/1000 by June 2025	Infant rate	Literacy rate among communities.	Health, Social Welfare, and Nutrition Services Division
			Under-five mortality rate reduced from 9.3/1000 – 4/1000 June 2025	Under-five mortality rate	Living standard conditions.	
			Enrolment of iCHF members increased from 6.8% to 40% by June 2025	Percentage of iCHF members enrolled	Rate of access to quality socio services	
			Availability of health centers increased from 3 to 15 by June 2025	Number of health centers	Rate of poverty among communities	
			Prevalence of Acute and chronic respiratory diseases reduced from 2.3% to 1% by June 2025	Acute and chronic respiratory diseases prevalence rate		
			BMUs members capacitated on fisheries resource protection increased from 25 to 125 by 2025	Number of BMU members capacitated		Agriculture, Livestock and Fisheries Division
			Fish farmers provided with extension services raise from 35 to 50 by 2025	Number of fish farmers provided with extension services		
			Farmers provided with	Number of farmers		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			extension services increased from 1,584 to 3,000 annually by 2025.	provided with extension services		
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions.	Co-operative leaders in 81 Cooperatives provided with capacity building on Cooperative Management and Bookkeeping from 243 to 450 by 2025.	Number of co-operative s capacitated	Literacy rate among communities.	Agriculture, Livestock and Fisheries Division
		ii. Strengthen collaboration with stakeholders in social service delivery			Living standard conditions.	
		iii. Strengthen the mechanism for financial resource mobilization	Illegal fishing reduced from 50% to 25% by 2025	Percentage of illegal fishing reduced	Rate of access to quality socio services	
			Farmers capacitated on value chain increased from 12 to 36 sessions annually by 2025	Number of farmers capacitated	Rate of poverty among communities	
			Crop production increased from 5,880 to 7,600 tons annually by 2025	Number of tons increased		
			Post-harvest losses of horticultural crops at farm and market levels decreased from 2 to 0.1 tons/hectare annually by 2025	Number of post harvest losses decreased		
			Quality financial and Cooperative services to Cooperative society increased 51 to 81 by	Number of cooperative societies provided with service		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			2025.			
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions. ii. Strengthen collaboration with stakeholders in social service delivery iii. Strengthen the mechanism for financial resource mobilization	Livestock farmers provided with extension services increased from 2200 to 3500 annually by 2025	Number of livestock farmers provided with extension services	Literacy rate among communities.	Agriculture, Livestock and Fisheries Division
			Livestock prevalence of diseases decreased from 50% to 25% by 2025.	Percentage of livestock prevalence diseases decreased	Living standard conditions.	
			Livestock identification, registration, and traceability increased from 80% to 100% by 2025	Percentage of livestock identified, registered and traceable increased	Rate of access to quality socio services	
			Properties in unplanned settlement for 6wards and 37 mitaa regularized by 2025	Number of wards and mitaa regularized	Rate of poverty among communities	Infrastructure, Rural, and Urban Development Division
			Staff provided with Training on GIS from 0 to 8 by 2025	Number of staffs provided with Training		Infrastructure, Rural, and Urban Development Division
			Surveyed plots increased from 57,330 plots to 66,540plots by	Number of Surveyed plots		Infrastructure, Rural, and Urban Development

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			2025			Division
			Title deed issued increased from 17,577 plots to 21,743 plots by 2025	Number of Title deeds issued increased		
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions.	Residential licenses issued to property owners in unplanned settlements increased from 4012 to 12752 by 2025	Number of residential licenses issued to property owners in unplanned settlements	Literacy rate among communities.	Infrastructure, Rural, and Urban Development Division
		ii. Strengthen collaboration with stakeholders in social service delivery			Living standard conditions.	
		iii. Strengthen the mechanism for financial resource mobilization	Sustainable detailed land use plans increased from 6 to 13 by 2025	Number of Sustainable detailed land use plans	Rate of access to quality socio services	Infrastructure, Rural, and Urban Development Division
			Reviewed detailed plans (CBD, Nyegezi, and Fumagila) increased from 0 to 3 by 2025	Number Detailed plans (CBD, Nyegezi, and Fumagila) reviewed	Rate of poverty among communities	
			Acquisition of council land bank increased from 0 to 1700 acres by 2025	Number of acres Council land bank acquired		Infrastructure, Rural, and Urban Development Division
			Education performance increased from 96% to 100% by 2025	Percentage of pass rate		Pre-Primary and Primary Education Division
			Adult literacy rate increased from 23.7% to	Percentage of adult Literacy rate		Pre-Primary and Primary Education

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			100% by 2025			Division
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions.	Enrollment ratio for normal and special pupils increased from 102% to 100% by 2025	Percentage of Enrollment	Literacy rate among communities.	Pre-Primary and Primary Education Division
		ii. Strengthen collaboration with stakeholders in social service delivery	ICT infrastructure in pre-primary and primary education increased from 0% to 80% by 2025	Percentage of ICT infrastructure	Living standard conditions.	Pre-Primary and Primary Education Division
		iii. Strengthen the mechanism for financial resource mobilization	Public-private Partnership (PPP)and religious institutions participating in development increased from 23 to 100 by 2025	Number of PPP and religious institutions	Rate of access to quality socio services Rate of poverty among communities	
			Schools with a conducive environment for teaching and learning infrastructure increased from 50% to 100% by 2025	Percentage of schools with conducive environment for teaching and learning		
			Community-initiated projects accommodated in Council Plans and Budget increased from 70% to 100% by June 2025	Percentage of community-initiated projects accommodated in Council Plans and Budget		Infrastructure, Rural, and Urban Development Division
		Quality of Data collected, analyzed and	Percentage of quality data	Infrastructure, Rural, and Urban		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			disseminated increased from 80% to 100% by June 2025	disseminated		Development Division
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions. ii. Strengthen collaboration with stakeholders in social service delivery iii. Strengthen the mechanism for financial resource mobilization	Schools with conducive teaching and learning environments increased from 0 to 30 by 2025.	Number of Chairs and tables manufactured, students book ratio, number of toilets constructed,	Literacy rate among communities. Living standard conditions.	Secondary Education Division
			School furniture manufactured increased from 30883 to 38629 by 2025.	Number of furniture manufactured	Rate of access to quality socio services	Secondary Education Division
			Students' toilet constructed from 580 to 1749	Number of toilets constructed	Rate of poverty among communities	Secondary Education Division
			Pupil book ratio decreased from 1:4 to 1:1 by 2025	Pupil book ratio		Secondary Education Division
			Science teachers recruited from 369 to 541 by 2025	Number of science teachers recruited.		Secondary Education Division
			Percentage of students passing form IV examination increased from 93% to 100%	Percentage of form IV pass rate		Secondary Education Division
			Form six results performance increased from 97% to 100%	Percentage of form VI pass rate		Secondary Education Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
C.	Access to Quality and Equitable Social Services Delivery Improved		Secondary school teachers trained from 1247 to 1470 by 2025.	Number of trained teachers		Secondary Education Division
			Working facilities increased from 1 to 5 staff by 2025.	Number of staff provided with working facilities		Secondary Education Division
		i. Enhance community engagement in the execution of development interventions.	Staff with a conducive working environment increased from 0 to 1470 by 2025.	Number of staff with the conducive working environment	Literacy rate among communities.	
		ii. Strengthen collaboration with stakeholders in social service delivery	Revenue collection on Business licenses, liquor licenses, Hotel levy, and market stalls increased from 3 billion to 7.8 billion by 2025	Revenue collected from the Business license, liquor licenses, Hotel levies, and market stalls.	Living standard conditions.	Industry, Trade and Investments Division
		iii. Strengthen the mechanism for financial resource mobilization	PPP stakeholders' engagement increased from 1 to 4 by 2025	Number of PPP stakeholders engaged	Rate of access to quality socio services Rate of poverty among communities	
			Development interventions by BDS providers and civil societies increased from 10 to 25 by 2025.	Number of Development interventions		Secondary Education Division
			Publicity events increased from 4 to 20 by June 2025	Number of publicity events		Government Communication Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions.	Local content initiatives and opportunities provided to stakeholders and the community at large in their localities increased from 0 to 4 by June 2025	Number of local content initiatives and opportunities provided to stakeholders and community at large in their localities	Literacy rate among communities.	Government Communication Unit
		ii. Strengthen collaboration with stakeholders in social service delivery			Living standard conditions.	
		iii. Strengthen the mechanism for financial resource mobilization	Accountants and other staff provided with statutory benefits increased from 39 to 189 by June 2025	Number of Accountants and other staff provided with statutory benefits	Rate of access to quality socio services Rate of poverty among communities	Finance and Accounts Unit
			Revenue collection from internal sources increased from 17.7 billion to 40.24 billion by June 2025	Amount of Revenue collected from own source increased		Finance and Accounts Unit
			Research on revenue sources conducted increased from 30 to 40 by June 2025	Number of research on revenue sources conducted		Finance and Accounts Unit
			Cultural festivals and sports bonanza coordinated increased from 10 to 50 by June 2025	Number of Cultural festivals and sports bonanza coordinated increased		Sports, Culture and Arts Unit
			Sports competitions events conducted increased from 25 to 125 by June 2025	Number of sports competitions events conducted increased		Sports, Culture and Arts Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
C.	Access to Quality and Equitable Social Services Delivery Improved	i. Enhance community engagement in the execution of development interventions.	Stakeholders provided with capacity building on sports and culture increased from 90 to 480 by June 2025	Number of stakeholders facilitated with capacity building for sports and culture increased	Literacy rate among communities.	
		ii. Strengthen collaboration with stakeholders in social service delivery			Living standard conditions.	
		iii. Strengthen the mechanism for financial resource mobilization	Staff recruited in Sports and culture employment increased from 2 to 10 by June 2025	Number of staff recruited in sports and culture increased	Rate of access to quality socio services	Sports, Culture, and Arts Unit
			Consent for sports, advertisement, and entertainment provided to stakeholders increased from 3,000 to 7,200 by June 2025	Number of permits for sports, advertisement, and entertainment provided increased	Rate of poverty among communities	Sports, Culture, and Arts Unit
			Sports associations, clubs, and cultural groups facilitated on registration increased from 72 to 360 by June 2025	Number of sports associations, clubs, and cultural groups registered increased		Sports, Culture, and Arts Unit
			Divisions provided with reliable ICT systems, software, hardware increased from 12 to 20 by June 2025	Number of divisions provided with reliable ICT systems		ICT Unit
			Divisions provided with computer systems increased from 7 to 20 by June 2025	Number of divisions provided with computer system		ICT Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
D.	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	i. Enhance monitoring and evaluation	5 buildings rehabilitated by 2025	Number of Buildings rehabilitated	Ratio of infrastructure. Standard of infrastructure.	Human Resource Management and Administration Division
		ii. Strengthen maintenance and repairs of infrastructures				
		iii. Enhance community on the rational use of established infrastructures	Fisheries and aquaculture infrastructure increased from 113 to 150 by 2025	Number of infrastructures constructed	Accessibility and coverage.	Agriculture, Livestock and Fisheries Division
			Farmers Resource center constructed from 0 to 1 by 2025	Number of farmers' resource centers constructed	Infrastructure sector contribution to GDP.	
			Irrigation Scheme in two wards constructed from 0 to 2 by 2025	Number of irrigation schemes constructed.		Agriculture, Livestock and Fisheries Division
			Livestock and livestock products, production, productivity, processing, marketing, and consumption increase from 20% to 50% by 2025	Number of livestock and livestock products production, productivity, processing, marketing, and consumption increased		Agriculture, Livestock and Fisheries Division
			Livestock infrastructures increased from 5 to 10 by 2025	Number of livestock infrastructures increased		Agriculture, Livestock and Fisheries Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
D.	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	i. Enhance monitoring and evaluation	Health centers designed and supervised increased from 3 to 18 by June 2025.	Number of health centers, designed and supervised.	Ratio of infrastructure. Standard of infrastructure.	Infrastructure, Rural, and Urban Development Division
		ii. Strengthen maintenance and repairs of infrastructures	Ward offices designed and supervised from 12 to 18 by June 2025.	Number of ward offices designed and supervised		
		iii. Enhance community on the rational use of established infrastructures	Efficient and economical running of vehicles and plants increased from 0 to 52 by June 2025	Number of vehicles and plants maintained	Accessibility and coverage. Infrastructure sector contribution to GDP.	Agriculture, Livestock and Fisheries Division
			Production of cement blocks increased from 240000 to 500000 blocks by June 2025.	-Number of cement blocks produced.		Agriculture, Livestock and Fisheries Division
			Scrutinization and issued building permits increased from 1200 to 2000 by June 2025.	Number of building permits scrutinized		Agriculture, Livestock and Fisheries Division
			Inspection of private houses increased from 1000 to 5000 by June 2025	Number of houses inspected.		Agriculture, Livestock and Fisheries Division
			Maintenance of block factory increased from 0 to 1 machine by June 2025.	Number of block factories maintained.		
			Installation of streetlights increased from 0 to 100 by June 2025.	Number of streetlights installed		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
D.	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	i. Enhance monitoring and evaluation ii. Strengthen maintenance and repairs of infrastructures iii. Enhance community on the rational use of established infrastructures	Monitoring and Evaluation of all development projects conducted from 80% to 100% by June 2025	Percentage of development projects monitored and evaluated	Ratio of infrastructure. Standard of infrastructure.	Planning and Coordination Division
			Funds allocated for rehabilitation of socio-economic infrastructure increased from 10% to 50% by June 2025	Percentage of funds allocated for Rehabilitation of socio-economic infrastructure		
			Classrooms increased from 564 to 966 by 2025.	Number of Classrooms constructed	Accessibility and coverage. Infrastructure sector contribution to GDP	Secondary Education Division
			Teachers' houses increased from 85 to 1177 by 2025.	Number of teachers houses constructed.		
			Dormitories increased from 27 to 121 by 2025.	Number of dormitories constructed.		
			Library construction increased from 2 to 30 by 2025.	Number of libraries constructed.		Secondary Education Division
			ICT infrastructure in secondary schools increased from 1 to 30 by 2025.	Number of ICT infrastructures established.		Secondary Education Division
			Science Laboratories completion increased from 74 to 90 by 2025	Number of laboratories completed		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
D.	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	i. Enhance monitoring and evaluation ii. Strengthen maintenance and repairs of infrastructures iii. Enhance community on the rational use of established infrastructures	Surveyed secondary schools' plots increased from 4 to 30 by 2025.	Number of School plots legalized	Ratio of infrastructure. Standard of infrastructure.	
			Markets Infrastructure constructed for formal and informal businesses increased from 19 to 25 by 2025	Number of Markets infrastructures constructed	Accessibility and coverage.	Industry, Trade, and Investments Division
			Information technologies systems increased from 89% to 100% by June 2025	Percentages of Information technologies system increased	Infrastructure sector contribution to GDP	Finance and Accounts Unit
			Sports and cultural academies constructed increased from 0 to 2 by June 2025	Number of sports and cultural academies constructed increased		Sports, Culture and Arts Unit
			Sports centers constructed increased from 1 to 4 by June 2025	Number of sports centers constructed increased		Sports, Culture and Arts Unit
			Sports and games playgrounds in primary and secondary schools increased from 37 to 110 by June 2025	Number of sports and games play grounds in primary and secondary schools rehabilitated increased		Finance and Accounts Unit
			One sport and culture arena constructed by June 2025	Number of sports and culture arenas constructed		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
D.	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	i. Enhance monitoring and evaluation ii. Strengthen maintenance and repairs of infrastructures iii. Enhance community on the rational use of established infrastructures	Residential addresses identified by NaPA system increased from 139007 to 250000 in 18 wards by June 2025	Number of physical addresses installed	Ratio of infrastructure. Standard of infrastructure.	Government Communication Unit
			Roads Identified by NaPA system increased from 8094 to 12000 in 18 wards by June 2025		Accessibility and coverage.	
					Infrastructure sector contribution to GDP	ICT Unit
			Installation and maintenance of LAN infrastructure in divisions increased from 5 to 20 by June 2025	Number of roads identified by NaPA system		
			Installation and maintenance of LAN infrastructure in divisions increased from 5 to 20 by June 2025	Number of divisions/ Units installed and maintained with LAN infrastructure		
			GOTHOMIS version 4.0.2 installed in health facilities increased from 2 to 20 by June 2025	Number of health facilities with GOTHOMIS		ICT Unit
			Divisions installed ICT devices and accessories procured increased from 7 to 20 by June 2025	Number of divisions installed ICT devices		
			ICT security and controls mechanism provided in divisions increased from 1 to 20 by 2025	Number of divisions with ICT security and controls mechanism		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
E.	Good Governance and Administrative Services Enhanced	i. Strengthen mechanism for enhancing adherence to good governance principles ii. Enhance mechanisms for the provision of quality and equitable administrative services. iii. Enhance coordination and engagement of division and unit	Grievances and complaints among the community and public servants reduced from 50% to 0% by 2025	Percentage of reduced grievances and complaints among the community and public Servants	Adherence rate to good governance principles. Rate of corruption incidences.	Human Resource Management and Administration Division
			Election activities in 1 Constituency and 18 Wards monitored and maintained by 2025	Number of Constituency and ward election activities Monitored and maintained		Human Resource Management and Administration Division
			80 Council statutory Meetings conducted Annually by 2025.	Number of Council statutory meetings and Councilor's allowance facilitated		Human Resource Management and Administration Division
			Conducive working environment for 4,660 Council staff facilitated by 2025	Number of Staff with the conducive working environment		Human Resource Management and Administration Division
			Development, training, and Capacity Building facilitated from 70 staff to 247 staff by 2025	Number Staff provided with Training		Human Resource Management and Administration Division
			Capacity building for CDOs and Group Leaders on good governance increased from 28% to 40% by 2025	Percentage of CDOs and Group Leaders provided with capacity building on good governance		Community Development Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
E.	Good Governance and Administrative Services Enhanced	i. Strengthen mechanism for enhancing adherence to good governance principles ii. Enhance mechanisms for the provision of quality and equitable administrative services. iii. Enhance coordination and engagement of division and unit	Conducive working environment for staff increased from 30 to 56 by 2025	Number of staff benefited	Adherence rate to good governance principles.	Agriculture, Livestock and Fisheries Division
			Working facilities provided to 25 staff by June 2025.	Number of facilities provided.	Rate of corruption incidences.	Infrastructure, Rural, and Urban Development Division
			Capacity building facilitated to 25 staff by June 2025.	Number of staff capacitated		Infrastructure, Rural, and Urban Development Division
			Statutory benefits provided to 25 staff by June 2025.	Number of staff provided with statutory benefits.		Human Resource Management and Administration Division
			GCU staff facilitated attending long courses and short courses on communication and international relations increased from 4 to 10 by June 2025	Number of GCU staff facilitated with short courses and long courses		Government Communication Unit
			Communication strategy established and implemented by June 2025	Number of staff facilitated with long course and short courses		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
E.	Good Governance and Administrative Services Enhanced	i. Strengthen mechanism for enhancing adherence to good governance principles ii. Enhance mechanisms for the provision of quality and equitable administrative services. iii. Enhance coordination and engagement of division and unit	Production and publication of quarterly documentaries on Mwanza City Council policies, functions, and programs facilitated by June 2025	Availability of communication strategy	Adherence rate to good governance principles. Rate of corruption incidences.	Human Resource Management and Administration Division
			18 wards and 100 Mitaa provided with modern opinion boxes by June 2025	Number of staff facilitated with statutory benefits		Human Resource Management and Administration Division
			Government communication unit staff provided with a conducive working environment increased from 4 to 10 by June 2025	Number of documentaries/publications produced and aired		Human Resource Management and Administration Division
			GCU staff provided with statutory benefits increased from 4 to 10 by June 2025	Number of wards and Mitaa provided with opinion boxes		Human Resource Management and Administration Division
			Cases facing council reduced from 48 to 20 up to 2025.	Number of facing council reduced		Legal Services Unit
			Ward tribunal provided capacity building increased from 0 to 108 by 2025.	Number of ward tribunals provided with capacity		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
E.	Good Governance and Administrative Services Enhanced	i. Strengthen mechanism for enhancing adherence to good governance principles	Legal and services staff unit capacitated increased 7 to 10 by 2025	Number of Legal and services staff units capacitated	Adherence rate to good governance principles.	
		ii. Enhance mechanisms for the provision of quality and equitable administrative services.	Ward Tribunals provided with regulation/guidelines increased from 0 to 18 by 2025.	Ward Tribunals provided with regulation/guidelines	Rate of corruption incidences	Legal Services Unit
		iii. Enhance coordination and engagement of division and unit	Enactment and review of the city by-laws facilitated by 2025.	Number of the city by-laws enacted and reviewed		
			18 Ward Executive Officers, 175 Mtaa Executive Officers 175, Mtaa chairperson, and 18 Community Development officers capacitated on City by Laws by 2025.	Number of ward executive officers, Mtaa executive officers, Mtaa chairperson, and community development officers capacitated on city by-laws		Legal Services Unit
			Ward tribunal's secretary recruited increased from 4 to 18 by 2025.	Number of tribunal members recruited		Legal Services Unit
			Staff of the Internal audit unit provided with Working facilities increased from 3 to 7 staff by 2025	Number of Internal audit staff provided with working facilities		Internal Audit Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
E.	Good Governance and Administrative Services Enhanced	i. Strengthen mechanism for enhancing adherence to good governance principles ii. Enhance mechanisms for the provision of quality and equitable administrative services. iii. Enhance coordination and engagement of division and unit	9 Divisions and 8 units reviewed and capacitated with internal controls by 2025 7 staff of internal audit unit Capacitated on professional development by 2025 326 staff from Health facilities, primary and secondary schools, Ward Executive Officers, and Mtaa Executive officers capacitated on Record keeping, project and contract management by 2025 Electronic Auditing system facilitated by 2025 Awareness and compliance to PPA 2011 and Its Regulations of 2013 and 2016 adhered to by all 18 MCC Division and units by 2025	Number of Divisions and Units reviewed and capacitated in strengthening internal Controls. Number of internal audit staff capacitated Number of electronic software procured. Number of electronic Auditing systems facilitated	Adherence rate to good governance principles. Rate of corruption incidences	Internal Audit Unit Internal Audit Unit Procurement Management Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
E.	Good Governance and Administrative Services Enhanced	i. Strengthen mechanism for enhancing adherence to good governance principles	A conducive working environment facilitated to 24 staff by 2025	Number of staff with the conducive working environment	Adherence rate to good governance principles.	Internal Audit Unit
		ii. Enhance mechanisms for the provision of quality and equitable administrative services.	Ward executive offices increased from 12 to 18 offices by 2025	Number of ward executive offices constructed	Rate of corruption incidences	Ward Executive Office
		iii. Enhance coordination and engagement of division and unit	Community services attended provided in 18 Ward Executive Offices increased from 67% to 100% by 2025	Percentage of community services provided in 18 wards		Ward Executive Office
			Wards and Mtaa executive officers capacitated on laws and procedure increased from 18 to 118 by June 2025	Number of Wards and Mtaa Executive Officers capacitated		
			Wards and Mtaa statutory benefits provided to 175 Mtaa chairpersons and 18 Ward Executive Officers by 2025	Number of Mtaa Chairperson and Ward Executive Officers provided with statutory benefits		Village/Mtaa Executive Office
			Mtaa executive officers increased from 89 to 175 by 2025	Number of Mtaa executive officers recruited		Village/Mtaa Executive Office
			Coordination and collaboration with 9 divisions and 9 units	Number of divisions and units provided with coordination		Village/Mtaa Executive Office

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			provided by 2025	and collaboration		
E.	Good Governance and Administrative Services Enhanced	i. Strengthen mechanism for enhancing adherence to good governance principles	Mtaa executive offices constructed increased from 25 to 175 offices by 2025	Number of Mtaa executive offices constructed	Adherence rate to good governance principles.	Village/Mtaa Executive Office
		ii. Enhance mechanisms for the provision of quality and equitable administrative services.	Mtaa statutory benefits provided to 175 Mtaa chairpersons and Mtaa executive officers by 2025	Number of Mtaa chairperson and Mtaa executive officers provided with statutory benefits	Rate of corruption incidences	Village/Mtaa Executive Office
		iii. Enhance coordination and engagement of division and unit	Community services attended in Mtaa executive offices increased from 15% to 100% by 2025	Percentage of services attended in Mtaa executive offices		Village/Mtaa Executive Office
F.	Social Welfare, Gender, and Community Empowerment Improved	i. Strengthen mechanism for special groups programs and guidelines ii. Enhance gender mainstreaming in decision making	Amount of loan repayment from Women, Youth and People with disabilities groups increased from TZS 1,484,200,230 to TZS 2,341,349,770 by 2025	Amount of loan Recovered	Life expectancy rate. Gender violence rate. Social wellbeing rate among communities Employment rate. Housing condition. Social security rate.	Community Development Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
					Proportion of population living in marginal condition.	
F.	Social Welfare, Gender, and Community Empowerment Improved	i. Strengthen mechanism for special groups programs and guidelines ii. Enhance gender mainstreaming in decision making	Capacity building for girls increased from 270 to 900 By 2025	Number of girls empowered	Life expectancy rate.	Village/Mtaa Executive Office
			Gender-Based Violence cases reduced from 353 to 0 by 2025	Number of Gender-Based Violence cases	Gender violence rate.	
			Number of street children reduced from 978 to 0 by June 2025	Number of street children reduced	Social wellbeing rate among communities	Health, Social Welfare, and Nutrition Services Division
			Children in conflict and contact with the law reduced from 0.09% to 0.05 by June 2025	Percentage of children in conflict with the law	Employment rate. Housing condition. Social security rate.	
			Access to social welfare and protection services to MVCCs increased from 90 to 100 by 2025	Number of social welfare and protection services to MVCCs		
G.	Management of Natural Resources and Environment Enhanced and Sustained	i. Strengthen mechanism for protection of natural resources and environmental management ii. Enforce adherence to laws and regulations guiding the management	Trees planted increased from 318,504 to 1,500,000 annually by 2025	Number of trees planted	Biodiversity loss rate. Effluent discharge standards. Adherence to national	Natural Resources and Environment Conservation Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
		of natural resources and the environment. iii. Enhance sustainable utilization of natural resources. iv. Enhance a conducive environment for investment.			environmental laws and principles. Access to land and water. Greenness rate Water quality.	
G.	Management of Natural Resources and Environment Enhanced and Sustained	i. Strengthen mechanism for protection of natural resources and environmental management ii. Enforce adherence to laws and regulations guiding the management of natural resources and the environment. iii. Enhance sustainable utilization of natural resources. iv. Enhance a conducive environment for investment.	Archaeological and cultural tourists attractions sites are conserved, developed, and promoted from 14 to 25 by 2025	Number of archaeological and cultural tourist attraction sites conserved developed and promoted.	Biodiversity loss rate. Effluent discharge standards. Adherence to national environmental laws and principles.	Natural Resources and Environment Conservation Unit
			Staff training on climate change, adaption, and mitigations increased from 2 to 10 by 2025	Number of Staff trained	Access to land and water.	Natural Resources and Environment Conservation Unit
			Monitoring of Natural Resources and environmental interventions increased from 5 to 12 by June 2025	Number of interventions implemented	Greenness rate Water quality.	Natural Resources and Environment Conservation Unit
			Conservation projects increased from 6 to 10 by 2025	Number of projects increased.		Natural Resources and Environment Conservation Unit

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
G.	Management of Natural Resources and Environment Enhanced and Sustained	i. Strengthen mechanism for protection of natural resources and environmental management	Bee product sellers trained on the value chain, promotion and marketing increased from 100 to 130 by 2025	Number of bee product sellers trained.	Biodiversity loss rate.	Natural Resources and Environment Conservation Unit
		ii. Enforce adherence to laws and regulations guiding the management of natural resources and the environment.	Cultural and tourism exhibitions and promotions increased from 20 to 25 by 2025	Number of exhibitions and promotions executed.	Effluent discharge standards.	Natural Resources and Environment Conservation Unit
		iii. Enhance sustainable utilization of natural resources.	Ecological sensitive areas conserved and gazetted increased from 0 to 5 by 2025.	Number of ecologically sensitive areas conserved and gazetted.	Adherence to national environmental laws and principles.	Natural Resources and Environment Conservation Unit
		iv. Enhance a conducive environment for investment.	Development projects with EIA certificates increased from 70 to 223 by 2025.	Number of projects undertaken EIA.	Access to land and water.	Natural Resources and Environment Conservation Unit
			Environmental education programs designed and implemented from 10 to 15 by 2025	Number of programs implemented.	Greenness rate	Natural Resources and Environment Conservation Unit
			Extension services provided to 120 beekeepers by 2025.	Number of Beekeepers provided with extension services	Water quality.	Infrastructure, Rural, and Urban Development Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
G.	Management of Natural Resources and Environment Enhanced and Sustained	i. Strengthen mechanism for protection of natural resources and environmental management	Cleaning and solid waste management services increased from 17 (94%) to 18 (100%) wards by 2025	Number of wards covered with Solid waste management-services	Biodiversity loss rate. Effluent discharge standards. Adherence to national environmental laws and principles.	Waste Management and Sanitation Unit
		ii. Enforce adherence to laws and regulations guiding the management of natural resources and the environment.	Surveys and research studies on the status of waste and sanitation technologies and cost recovery increased from 2 to 6 by 2025	Number of surveys and research carried	Access to land and water.	Waste Management and Sanitation Unit
		iii. Enhance sustainable utilization of natural resources.	Solid waste collection increased from 98,061 (75%) to 110,456 (85%) metric tons by 2025	Tones of solid waste collected and disposed	Greenness rate Water quality.	
		iv. Enhance a conducive environment for investment.	Solid waste delivery infrastructures and facilities increased from 7 to 15 by 2025	Number of infrastructures and facilities provided/constructed		Waste Management and Sanitation Unit
			Solid waste minimization, reuse, and recovery increased from 31,887 (24%) to 38,984 (30%) by 2025	Tones of solid waste reused		Waste Management and Sanitation Unit
			Staff trained on integrated solid waste management increased	Number of staff trained		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			from 10 to 15 by 2025			
G.	Management of Natural Resources and Environment Enhanced and Sustained	i. Strengthen mechanism for protection of natural resources and environmental management	Collaborative solid waste management projects increased from 6 to 10 by 2025	Number of projects implemented	Biodiversity loss rate.	Waste Management and Sanitation Unit
		ii. Enforce adherence to laws and regulations guiding the management of natural resources and the environment.	Community-based groups engaged in Solid waste management from 15 to 20 by 2025	Number of groups	Effluent discharge standards.	
		iii. Enhance sustainable utilization of natural resources.	Mirongo and Nyashishi River cleaning operations increased from 2 to 4 cycles annually by 2025	Number of cleanness operations and trips of debris removed	Adherence to national environmental laws and principles.	Waste Management and Sanitation Unit
		iv. Enhance a conducive environment for investment.	E-waste management system developed for collection of 0 to 100 tons by 2025	Number of E-waste management systems developed	Access to land and water. Greenness rate Water quality.	Waste Management and Sanitation Unit
H.	Local Economic Development Coordination Enhanced	i. Enhance a conducive environment for investment	Strategic and investment projects in Mwanza City increased from 19 to 25 by June 2025	Number of implemented strategic projects	City council GDP rate.	Planning and Coordination Division
			District Business Council conducted per year increased from 1 to 4 by 2025	Number of District Business Council conducted	Investment rate. Per capital income among communities. Wealth ranking. Urbanization rate.	Industry, Trade and Investments Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
H.	Local Economic Development Coordination Enhanced	i. Enhance a conducive environment for investment	Local investors subcontracted in developments projects/investments increased by 75% of all development projects/ investments by 2025	Number of Local investors subcontracted	City council GDP rate. Investment rate. Per capital income among communities.	Industry, Trade and Investments Division
			Investment information center established from 0 to 1 by 2025	Number of Investment information Centre established	Wealth ranking. Urbanization rate	
			Communication channels increased from 4 to 10 by June 2025	Number of communication channels		Government Communication Unit.
I.	Emergency and Disaster Management Improved	i. Strengthen disaster preparedness and response at all levels. ii. Ensure smart infrastructure and facilities in place for disaster prevention and recovery iii. Strengthen land- use planning and development control mechanism	People affected by disaster supported with goods and services increased from 500 to 800 by 2025	Number of people who supported	Disaster recovery and response rate. Disaster deficit index. Risk management index. Prevalent vulnerability index. Disaster risk reduction rate.	Agriculture, Livestock and Fisheries Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
Y.	Multi-sectoral Nutrition Services Improved	i. Strengthen governance and accountability for nutrition services	247 Administration Staff provided with nutrition awareness by 2025	Number of Administrative staff provided with nutrition awareness	Food security rate among communities	Human Resource Management and Administration Division
		ii. Enhance special nutritional programs at the community level	Exclusive breast feeding within six months increased from 49.3% to 60% by June 2025	Proportion of mothers practicing exclusive breast feeding for six months	Minimum dietary diversity.	Health, Social Welfare, and Nutrition Services Division
		iii. Enhance food safety and security	Stunting among under-five children reduced from 29.3% to 9% by June 2025	Prevalence rate of stunting among children	Obesity and adult underweight rate among communities	Health, Social Welfare, and Nutrition Services Division
		iv. Enhance adherence to food standards and production	Malnutrition among children reduced from 29.3% to 9% by June 2025	Prevalence rate of malnutrition among children	Childhood stunting rate.	Health, Social Welfare, and Nutrition Services Division
			Wasting (weight for height) among children 0-59 months reduced from 22.4%. to 8% by June 2025	Prevalence of wasting among children	Childhood wasting rate.	Health, Social Welfare, and Nutrition Services Division
			The proportion of low birth weight (LBW) at birth reduced from 11.3% to 5% by June 2025	Prevalence of low birth weight at birth	Low birth weight rate.	Health, Social Welfare, and Nutrition Services Division
			Overweight among adults aged 15-49 years reduced from 30% to	Prevalence of overweight among adults aged 15-49	Nutrition status.	Health, Social Welfare, and Nutrition Services Division
					Infant and young child feeding.	Health, Social Welfare, and Nutrition Services Division

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Division/ Unit
				Output Indicators	Outcome Indicators	
			15% by June 2025	years		
Y.	Multi-sectoral Nutrition Services Improved	i. Strengthen governance and accountability for nutrition services	Households accessing adequately iodized salt increased from 82% to 99 % by June 2025	Proportion of households accessing adequately iodized salt	Food security rate among communities	Health, Social Welfare, and Nutrition Services Division
		ii. Enhance special nutritional programs at the community level			Minimum dietary diversity.	
		iii. Enhance food safety and security	Farmers provided with skills on the use of organic pesticides increased from 1,584 to 3000 annually by 2025	Number of farmers provided with skills	Obesity and adult underweight rate among communities	Agriculture, Livestock and Fisheries Division
		iv. Enhance adherence to food standards and production				
			Farmers and crop stockiest provided with education on grain handling increased from 2426 to 5200 by 2025	Number farmers and crop stockiest educated	Childhood stunting rate.	
			Schools in school feeding programs increased from 56 to 146 schools	Number of schools in the school feeding program	Childhood wasting rate.	Pre-Primary and Primary Education Division
			Capacity building to 60 public and private heads of secondary schools, and board members on the importance of providing schools with food and the use of fortified flour to students by 2025.	Number of school heads capacitated. Number of school boards capacitated	Nutrition status. Infant and young child feeding.	Secondary Education Division

CHAPTER FOUR

RESULT FRAMEWORK MATRIX

4.1 Introduction

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

4.2 Development Objectives

The development objective of the Mwanza city council is to provide quality services to the community through fostering a conducive environment for investment, and efficient utilization of available resources for promoting sustainable development.

4.3 Result Chain

Execution of the Mwanza City Council's strategic plan shall result into practical outcomes of a theory of change through the result chain. The result chain consists of impact, outcomes, outputs, activities, and inputs that broadly contribute to the achievement of the council's vision. There shall be a causal relationship between inputs that shall enable implementation of various activities derived from plan targets which shall trigger towards achieving strategic objectives (outcomes); in totality, these shall contribute to bringing the impact of sustainable development of the community. The basic assumption is that there is a linkage in various elements within the chain. Inputs (utilization of resources) will lead to the implementation of activities that will contribute to the achievement of desired outputs that shall trigger the achievement of outcomes that shall bring a long-term impact to the community. Therefore, this chain of results will justify the use of government resources in various interventions.

4.4 Result Framework Matrix

This matrix contains the council's overall development objective, strategic objectives, intermediate outcome, and outcome indicators. It foresees how the development objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achieving the planned outcomes and objectives. The detailed result framework is presented in table 5:

Table 5: Result Framework Matrix

Development Objective	Objective Code	Objectives	Intermediate Outcomes	Outcome Indicators
The development objective of the Mwanza city council is to provide quality services to the community through fostering a conducive environment for investment, and efficient utilization of available resources for promoting sustainable development of the community.	A.	Non-communicable diseases, HIV and AIDS infections were reduced and Supportive Services Improved.	<ul style="list-style-type: none"> i. High level of community awareness of non-communicable diseases and HIV / AIDS; ii. Reduced incidences of non-communicable diseases and HIV / AIDS infections; iii. Zero prevalence of non-communicable diseases and HIV / AIDS infections 	Non-communicable diseases prevalence rate. HIV prevalence rate HIV infection rate
	B.	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	<ul style="list-style-type: none"> i. High level of community perception of Corruption consequence; ii. Zero prevalence of corruption incidences 	Rate of corruption incidences. Community perception of corruption incidences among staff in public institutions
	C.	Access to Quality and Equitable Social Services Delivery Improved	<ul style="list-style-type: none"> i. Improved living standard ii. Reduced poverty rate among community 	Literacy rate among communities. Living standard conditions. Rate of access to quality socio services. Rate of poverty among communities
	D.	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	<ul style="list-style-type: none"> i. Improved per capita income of the community, ii. Improved socio-economic infrastructure. iii. Increased satisfactions of community on the quality of 	Ratio of infrastructure. Standard of infrastructure Accessibility and coverage. Infrastructure sector contribution to GDP.

Development Objective	Objective Code	Objectives	Intermediate Outcomes	Outcome Indicators
			iv. social economic services provided. Improved school attendance	
	E.	Good Governance and Administrative Services Enhanced	i. Decrease of employees' and customers' complaints ii. Peace and harmony Community satisfaction with the quality of services	Adherence rate to good governance principles. Rate of corruption incidences.
	F.	Social Welfare, Gender, and Community Empowerment Improved	i. Improved per capital income among communities ii. Improved wealth ownership iii. Improved gender mainstreaming	Life expectancy rate. Gender violence rate. Social wellbeing rate among communities Employment rate. Housing condition. Social security. Proportion of population living in marginal condition.
	G.	Management of Natural Resources and Environment Enhanced and Sustained	i. Improved community engagement in environmental conservation activities ii. Natural resource use improved iii. Improved natural resource management iv. Environment conditions improved v. Decline of natural	Biodiversity loss rate. Effluent discharge standards. Adherence to national environmental laws and principles. Access to land and water. Greenness rate.

Development Objective	Objective Code	Objectives	Intermediate Outcomes	Outcome Indicators
			vi. resources use conflicts Improved ecosystem services	
	H.	Local Economic Development Coordination Enhanced	i. Increased city GDP ii. Improved per capita income among iii. Improved wealth accumulation among communities.	City council GDP rate. Investment rate. Per capita income among communities. Wealth ranking. Urbanization rate.
	I.	Emergency and Disaster Management Improved	i. Improved disaster preparedness	Disaster recovery and response rate. Disaster deficit index Risk management index. Prevalent vulnerability index. Disaster risk reduction rate.
	Y.	Multi-sectoral Nutrition Services Improved	i. Improved nutrition status among households ii. Improved dietary attitude among communities iii. Availability of food varieties in the community iv. Reduced number of people with obesity and underweight in community v. Reduced number of children born with low weight	Food security rate among communities. Minimum dietary diversity. Obesity and adult underweight rate among communities Childhood stunting rate Childhood wasting rate Low birth weight rate Nutrition status Infant and young child feeding

Development Objective	Objective Code	Objectives	Intermediate Outcomes	Outcome Indicators
			(<2500gm).	

4.5 Monitoring Plan

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

Monitoring of this strategic plan shall involve an internal mechanism of systematic collection of data using a specified indicator. This entails periodic follow-up for collecting data using baseline data and indicator target values. The monitoring plan presents the data collection method and analysis; means of verification; and frequency of data collection and reporting as demonstrated in Table 6.

Table 6: Monitoring Plan

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
1	Percentage of HIV new cases reduced	2021	3.2%	2025	1.4%	0.36	0.36	0.36	0.36	0.36	Dhis2	Documentary/ PITC Register	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
2	Percentage of STIs new cases reduced	2021	32%	2025	8%	4.8	4.8	4.8	4.8	4.8	Dhis2	Documentary/ STI Register	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
3	Increased Management capacity rate of NCDs	2021	49%	2025	95%	9.2	9.2	9.2	9.2	9.2	Dhis2	Documentary/ OPD & IPD register	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
4	Increased Management capacity rate of HIV/AIDs	2021	85%	2025	100%	3	3	3	3	3	Dhis2	Documentary/ HIV Register	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
5	Number of health human resource trained on corruption	2021	246	2025	576	66	66	66	66	66	Dhis2	Documentary/ Feedback Report Register	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
6	Number of council health board and health facilities governing committees capacitated	2021	0	2025	21	5	4	4	4	4	Dhis2	Documentary/	Quarterly	Dhis2 Reports	Quarterly	Health, Social Welfare, and Nutrition Services Division
7	Increased TB case detection rate	2021	79%	2025	90%	2.2	2.2	2.2	2.2	2.2	Dhis2	Documentary/ TB Register	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
8	Reduced Malaria prevalence rate	2021	4.1	2025	2	0.42	0.42	0.42	0.42	0.42	Dhis2	Documentary/ MTUHA Register	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
9	Percentage of improved health facilities infrastructure.	2021	52%	2025	75%	4.6	4.6	4.6	4.6	4.6	Infrastructure Inventory Register	Observation/ Ledger	Quarterly	Site visit report	Quarterly	Health, Social Welfare, and Nutrition Services Division
10	Increased	2021	87%	2025	95%	1.6	1.6	1.6	1.6	1.6	Dhis2	Documentary/	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare,

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	Percentage of medicines medical equipment and diagnostic supplies in health facilities											Ledger				and Nutrition Services Division
11	Increased Percentage of human resource	2021	76%	2025	85%	1.8	1.8	1.8	1.8	1.8	Dhis2	Documentary/ HRHIS	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
12	Reduced Maternal mortality rate	2021	372/10 0,000	2025	241/1 00,00 0	27/10 0,000	26/10 0,000	26/10 0,000	26/10 0,000	26/10 0,000	Dhis2	Documentary/ Dhis2 Report	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
13	Reduced Infant rate	2021	8.1/100 0	2025	3.1/10 00	1	1	1	1	1	Dhis2	Documentary/ Dhis2 Report	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
14	Reduced Under-five mortality rate	2021	9.3/000	2025	4/100 0	1.06	1.06	1.06	1.06	1.06	Dhis2	Documentary/ Dhis2 Report	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
15	Increased Percentage of iCHF members enrolled	2021	6.8%	2025	40%	6.64	6.64	6.64	6.64	6.64	IMIS	Documentary/ IMIS Report	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
16	Number of health Centres increased	2021	3	2025	15	2	3	2	2	3	Infrastru cture Inventor y Register		Quarterly	Site visit report	Quarterly	Health, Social Welfare, and Nutrition Services Division
17	Reduced prevalence rate of Acute and chronic respiratory diseases	2021	2.3%	2025	1%	0.26	0.26	0.26	0.26	0.26	Dhis2	Documentary/ OPD & IPD register	Monthly	Dhis2 Reports	Monthly	Health, Social Welfare, and Nutrition Services Division
18	Percentage of reduced grievances and complaints among the community and public Servants	2021	932	2025	4660	745	746	745	746	746	Compla ints register	-Documentary Review -Checklist	Quarterly	Complaints Quarterly report	Quarterly	Administration and Human Resources Management

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
19	Number of Constituency and ward election activities Monitored and maintained to ensure peace and security on election activities	221	198	2025	202	NA	NA	4	NA	NA	General Election report	-Documentary Review -Checklist	After General Election	NEC Election report	Annually	Administration and Human Resources Management
20	Number of Council statutory meetings and Councilors allowance facilitated	2021	0	2025	400	80	80	80	80	80	Minute meetings. Attendance list	-Documentary Review -Checklist	Quarterly	Minutes Meetings	Quarterly	Administration and Human Resources Management
21	Number of Staff with the conducive working environment	2021	0	2025	281	195	18	20	24	24	Office Inventory	- Observation - Documentary review - checklist	Quarterly	Division meeting reports	Quarterly	Administration and Human Resources Management
22	Number Staff provided with Training	2021	70	2025	247	37	35	35	35	35	Training report Attendance list	Documentary Review and observation -checklist	Quarterly	Training report	Annually	Administration and Human Resources Management
23	-Number staffs capacitated; -this indicator intends to examine the capacity building in the prevention of Non-communicable diseases among staff		0		10	2	2	2	2	2	- Training materials - Attendance sheets - Pictures/videos at training station	Observation and document review	quarterly	Quarterly training reports	Quarterly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
											Payment sheets					
24	Number of staff capacitated; This indicator intends to determine capacity building on Anticorruption awareness among staff	2021	25	2025	56	7	7	6	6	5	Training materials Attendance sheets Pictures/videos at the training station -Payment sheets	Observation and document review	quarterly	Quarterly training reports	Quarterly	Agriculture, Livestock and fisheries
25	Number of BMU members capacitated; This indicator intends to determine capacity building given to BMUs members on fisheries resource protection	2021	25	2025	125	20	20	20	20	20	- Training materials Attendance sheets Pictures/videos at the training station -Payment sheets	Observation, Document review, Interview	quarterly	Quarterly training reports	Quarterly	Agriculture, Livestock and fisheries
26	Number of fish farmers provided with extension services; This indicator intends to examine fish farmers provided with extension services	2021	35	2025	50	3	4	4	2	2	- Training materials Attendance sheets Pictures/videos at the training station -Payment sheets	Observation and document review, interview	quarterly	Quarterly training reports	Quarterly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
27	-Number of farmers provided with extension services -This indicator intends to examine extension services provided to farmers	2021	1,584	2025	3,000	283	283	283	283	283	- Training materials Attendance sheets Pictures/videos at the training station -Payment sheets station	Observation and document review, interview	quarterly	Quarterly training reports	Quarterly	Agriculture, Livestock and fisheries
28	Number of cooperative s capacitated; This indicator intends to examine capacity building provided to Co-operative leaders in 81 Cooperatives on Cooperative management and Book keeping	2021	243	2025	450	41	41	41	41	43	Training materials Attendance sheets Pictures/videos at the training station -Payment sheets	Observation and document review, interview	quarterly	Quarterly training reports	Quarterly	Agriculture, Livestock and fisheries
29	Percentage of illegal fishing reduced This indicator intends to determine the extent of illegal fishing	2021	50	2025	25	5	5	5	5	5	Training materials Attendance sheets Pictures/videos at the training station -Payment sheets	-Document review, Pictures taken, Observation, Interview	quarterly	Monthly operation reports	Monthly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
30	Number of farmer capacitated; This indicator intends to examine Farmers capacitated on value chain	2021	12	2021	39	5	5	5	5	4	Training materials Attendance sheets Pictures/videos at the training station -Payment sheets	Observation and document review, interview	quarterly	Quarterly training reports	Quarterly	Agriculture, Livestock and fisheries
31	-Number of tons increased -This intends determine the increase of crop production	2021	5,880	2025	7,600	344	344	344	344	344	- Farmer s visiting book, - Pictures/video s taken from the site (farms) -Officer action plan -Crop calendar	Observation and document review, interview	Monthly	Monthly Agricultural reports	Monthly	Agriculture, Livestock and fisheries
32	Number of post-harvest losses decreased This indicator intends to determine the decrease in Post-harvest losses of horticultural crops	2021	2	2025	0.1	0.38	0.38	0.38	0.38	0.38	- Farmer s visiting book, - Pictures/video s taken from	Observation and document review, interview	Monthly	Monthly Agricultural reports	Monthly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	at the farm and market level										the site (farms) -Officer action plan -Crop calendar					
33	Number of cooperative societies provided with service; This indicator intends to examine a Cooperative society provided with quality financial and Cooperative services	2021	51	2025	81	6	6	6	6	6	- Attendance sheets - payment sheets - Pictures/videos from the site Certificate of appreciation	Observation and document review, interview	Quarterly	Quarterly training reports	Quarterly	Agriculture, Livestock and fisheries
34	Number of livestock farmers provided with extension services; -this indicator intends to examine Livestock farmers provided with extension services	2021	2200	2025	3500	260	260	260	260	260	- Training materials - Attendance sheets -	Observation and document review, interview	Monthly	Monthly extension reports	Monthly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
											Picture s/video s at training station - farmers visiting register book					
35	Percentage of livestock prevalence This indicator intends to determine the decrease in livestock prevalence of diseases	2021	50	2025	25	5	5	5	5	5	- farmers visiting register book - Research reports - Picture s taken from fields - other institution reports - livestock disease s surveillance reports	Observation and document review, Interview Group discussion	Monthly	Weekly surveillance reports monthly extension reports	Weekly Monthly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
36	Percentage of livestock identified, registered and traceable increased; This indicator intends to determine the extent of identification, registration, and traceability of livestock	2021	80	2025	100	0	15	2	2	1	- livestock register book - Livestock identification reports - picture/ videos taken	Observation and document review, Interview	Monthly	Monthly extension reports	Monthly	Agriculture, Livestock and fisheries
37	Number of infrastructures constructed; This indicator intends to determine the increase of fisheries and aquaculture infrastructure	2021	113	2025	150	7	7	7	7	9	- attendance book - infrastructure Inventory register - project progress reports - picture/ videos taken	Observation and document review, Interview	Quarterly	Quarterly infrastructure reports	Quarterly	Agriculture, Livestock and fisheries
38	Number of farmers' resource centers constructed	2021	0	2025	1	0	0	1	0	0	attendance book	Observation and document review,	Quarterly	Quarterly infrastructure reports	Quarterly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	This indicator intends to determine the construction of farmers resource center										- infrastructure Inventory register -project progress reports - picture/ videos taken	Interview				
39	Number of irrigation schemes constructed This indicator intends to examine the construction of Irrigation Scheme in two wards	2021	0	2025	2	0	0	1	0	1	attendance book - infrastructure Inventory register -project progress reports - picture/ videos taken	Observation and document review, Interview	Quarterly	Quarterly infrastructure reports	Quarterly	Agriculture, Livestock and fisheries
40	Number of livestock and livestock products production, productivity,	2021	20	2025	50	6	6	6	6	6	- farmers visiting register book	Observation and document review, Interview	Quarterly	Quarterly reports	Quarterly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	processing, marketing and consumption increased; This indicator intends to examine the increase of livestock and livestock products production, productivity, processing, marketing and consumption.										- Research reports - other institution reports - extension reports					
41	Number of livestock infrastructure increased; This indicator intends determine the number of livestock infrastructures increased.	2021	5	2025	10	2	2	2	2	2	Attendance book infrastructure Inventory register - project progress reports - picture/videos taken	Observation and document review, Interview	Quarterly	Quarterly reports	Quarterly	Agriculture, Livestock and fisheries
42	Number of staff benefited; This indicator intends to examine staff provide with statutory benefits	2021	30	2025	56	2	3	3	3	3	- Leave roster sheets - Payment sheets	Observation and document review, Interview	Quarterly	Quarterly reports	quarterly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
43	Number of people supported; This indicator intends to determine the number of people provided with goods and services	2021	500	2025	800	60	60	60	60	60	attendance book infrastructure Inventory register Project progress reports Picture/videos taken	Observation and document review, Interview	Quarterly	Quarterly reports	quarterly	Agriculture, Livestock and fisheries
44	Number farmers and crop stockiest educated; This indicator intends to examine farmers and crop stockiest provided with skills in grain handling.	2021	2426	2025	5200	555	555	555	555	554	Training materials Attendance sheets Picture s/video s at the training station	Observation and document review, Interview	Quarterly	Quarterly reports	quarterly	Agriculture, Livestock and fisheries
45	Number of farmers provided with skills; This indicator intends to examine farmers provided with the use of	2021	1584	2025	3000	283	283	283	283	284	Training materials Attendance	Observation and document review, Interview	Quarterly	Quarterly reports	quarterly	Agriculture, Livestock and fisheries

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
	organic pesticide skills										nce sheets Picture s/video s at the training station					
46	Number of schools received HIV/AIDS education in pre-primary and school	2021	80	2025	146	30	21	15	Not applicable	Not applicable	Attendance list Trainer's Report Trainees' reports	Document review and observation Checklist	Quarterly	Educational committee report	Quarterly	Planning and Coordination Division
47	Number of schools received Ant corruption education	2021	80	2025	146	15	11	14	11	15	Attendance list Trainer's Report Trainees' reports	Document review Checklist	Quarterly	Legal committee report	Quarterly	Planning and Coordination Division
48	Percentage of pass rate in primary school	2021	96	2025	100	NA	97	98	99	100	National Examination results	Documentary review Checklist	Annual performance reports	City academic report	Annually	Planning and Coordination Division
49	Adult Literacy rate in pre-primary schools	2021	23.7	2025	100	30	50	70	85	100	Class Attendance Enrollment list	Documentary review Interview Checklist	Quarterly	Adult Education and non-formal Education reports	Annually	Planning and Coordination Division
50	Enrollment ratio in Pre-Primary schools annually	2021	102	2025	100	100	100	100	100	100	Enrollment registers	Documentary review Checklist	Weekly	Statistic and logistic office reports	Annually	Planning and Coordination Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
51	Percentage of pass rate in primary school	2021	96	2025	100	NA	97	98	99	100	National Examination results	Documentary review Checklist	Annual performance reports	City academic report	Annually	Planning and Coordination Division
52	Percent of ICT infrastructure in Pre-Primary school	2021	0	2025	80	10	20	20	10	20	School Asset registers	Documentary Review Observation Checklist	Quarterly	ICT reports	Quarterly	Planning and Coordination Division
53	Number of PPP and religious rate in Pre-Primary schools	2021	23	2025	100	15	17	15	15	15	PPP registers	Documentary Review Observation Checklist	Quarterly	PPP reports from the Community development division	Quarterly	Planning and Coordination Division
54	Percent of infrastructure in pre-Primary schools	2021	50	2025	100	10	10	10	10	10	Asset registers	Documentary review Checklist	Quarterly	Statistic and logistic office reports	Quarterly	Planning and Coordination Division
55	Number of Pre-Primary schools in school feeding program	2021	56	2025	146	15	15	15	15	30	Ledger book	Documentary review Checklist	Quarterly	Statistic and logistic office reports	Quarterly	Planning and Coordination Division
56	Number of educated Staff.	2021	762	2025	1470	141	141	142	142	142	Training report	Documentary review, observation, Monitoring reports, Checklists, questionnaire interview	Quarterly	Monitoring report	Quarterly	Secondary education division
57	Number of People supported.	2021	85	2025	90	1	1	1	1	1	Filed documents	Documentary review, observation, Monitoring reports, Checklists, questionnaire interview	Quarterly	Monitoring report	Quarterly	Secondary education division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
58	Number of knowledgeable students	2021	38629	2025	40443	362	363	363	363	363	Training report	Documentary review, observation, Monitoring reports, Checklists, questionnaire interview	Quarterly	Monitoring report	Quarterly	Secondary education division
59	Number of people with corruption awareness	2021	1247	2025	1470	45	45	45	44	44	Training report	Documentary review, observation, Monitoring reports, Checklists, questionnaire interview	Quarterly	Monitoring report	Quarterly	Secondary education division
60	Number of Chairs and tables manufactured, students book ratio, number of toilets constructed,	2021		2025								Documentary review, observation, Monitoring reports, Checklists, questionnaire interview	Quarterly	Monitoring report	Quarterly	Secondary education division
61	Revenue collected from Business license, liquor licenses, Hotel levy and market stalls. This indicators measures revenue collected from mentioned sources.	20/21	3bln	2025	TZs. 7.8bln	TZs. 3bln	TZs. 3bln	TZs. 3.5 bln	TZs. 5.5 bln	TZs. 7.8 bln	Check list attendance	Documentary review	Yearly	Revenue report	Annually	Industry Trade and Investment Division

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility for Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
62	Number of PPP stakeholders engaged This indicator intend to describe number of PPP stakeholders engaged	20/21	1	2025	4	1	1	2	3	4	PPP projects report	Documentary review and observation	Yearly	Checklist	Yearly	Industry Trade and Investment Division
63	Number of Markets Infrastructure constructed This indicator measures number of infrastructure constructed	20/21	19	2025	25	18	19	22	23	25	Infrastructure development report	Documentary review/ observation	Yearly	Infrastructure development report	Annually	Industry Trade and Investment Division
64	Number of District Business Council conducted This indicator intends to describe the number of District Business Councils conducted	20/21	1	2025	4	1	1	4	4	4	Minutes and attendance	Documentary review	Quarterly	District Business Council reports	Annually	Industry Trade and Investment Division
65	Percentage of Local investors subcontracted This indicator intend to measure percentage of local investors subcontracted	20/21	0%	2025	75%	05%	15%	35%	50%	75%	Checklist/ industrial visit	Documentary review and interview	Annually	Investment reports, Companies business reports/TCCIA/CTI	Annually	Industry Trade and Investment Division

4.6 Rapid Appraisal Plan

The rapid appraisal plan for Mwanza city Council describes the rapid studies and assessment that are intended to be conducted for supplying needed information in a timely and cost-effective manner during implementation of the strategic plan.

Table 7: Rapid Appraisal Plan

No.	Rapid Appraisal	Key Performance Indicator	Description	Methodology	Timeframe	Responsible Division/Unit
1.	Assessment of CAG Annual report	Percentage of Unqualified Audit Opinion	Assessment the demonstration true and fair views of audit opinion	Desk Review of CAG Annual Audit Report -Checklist -Observation	Annually	Internal audit
2.	Survey on the status of biodiversity loss	Percentage of biodiversity loss	Assessment the status of biodiversity loss on the environment	Desk review -Observation	Annually	Natural Resources and Environment Conservation
3.	Water and effluent quality monitoring	Water quality standards effluent discharge rate	Monitoring the affluent compliance standards	Laboratory water test	Annually	Natural Resources and Environment Conservation
4.	Forest inventory/resource assessment	Afforestation rate	Assessment of status of forest coverage	Surveys -Observation	Annually	Natural Resources and Environment Conservation
5.	Sectoral performance Audit by CAG	Number of sectors audited	Assessment of the percentage of sectoral plans implementation	Desk Review of CAG Annual Audit Report -Checklist -Observation	Annually	Divisions and Units
6.	Feasibility study for investment and developments projects	Number projects and investment opportunities	Developing sound projects and investment proposals which are social and economic viable	Survey Literature review Baseline data collection Focus group discussion	Annually	Planning and coordination division

4.7 Evolution Plan

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

Table 8: Evaluation Plan

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

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

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

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

No.	Outcome Indicator	Type of Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/ Unit	Output
F	Employment rate	Desk Review	This study intends to assess the employment rate in the community	<i>Methods:</i> Interview, Observation, and Documentary review. <i>Instruments:</i> Checklist	June 2024	Community Development Division Economic and Planning Division	Questionnaire Report Desk Review Report
	Housing condition	Survey Questionnaire	This study intends to assess housing condition community	<i>Methods:</i> Interview, Focus group discussion, Observation, and Documentary review. <i>Instruments:</i> Questionnaire and checklist	June 2025	TASAF Unit Economic and Planning Division	Questionnaire Report Survey Report
	Social security	Desk Review	This study intends to assess social security in the community	<i>Methods:</i> Interview, Observation, and Documentary review. <i>Instruments:</i> Checklist	June 2025	Community Development Division TASAF Unit Planning and coordination division	Desk Review Report
	The proportion of the population living in marginal condition	Survey	This study intends to assess the proportion population living in marginal condition	<i>Methods:</i> Interview, Focus group discussion, Observation, and Documentary review. <i>Instruments:</i> Questionnaire and checklist	June 2026	TASAF Unit Economic and Planning Division	Survey Report
G	Biodiversity loss rate	Survey	The survey entails checking the status of biodiversity loss	<i>Methods:</i> Interview, Focus group discussion, Observation, and Documentary review. <i>Instruments:</i> Questionnaire and checklist	June 2026	Natural Resource and Environment Conservation Unit	Survey report

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

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

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

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

4.8 Review Plan

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

Table 9: Review Plan

S/No.	Years	Planned Review	Timeframe	Responsible
1.	Year 1: 2021/22	Annual Performance Review	June 2021	Head of the division responsible for planning and coordination
2.	Year 2: 2022/23	Annual Performance Review	June 2022	
3.	Year 3: 2023/24	Mid-term review	June 2023	
4.	Year 4: 2024/25	Annual Performance Review	June 2024	
5.	Year 4: 2025/26	Final MCC-SP Terminal Review	June 2025	

4.9 Plan Review Meeting

Plan review meetings involve various meetings that will be conducted to track progress on the milestones, activities, and targets/outputs critical for the achievement of the council objectives. It determines the type of meetings, frequency, designation of the chairperson, and participants in each meeting as illustrated in Table 10.

Table 10: Plan Review Meeting

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

4.10 Reporting Plan

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

4.10.1 Internal Reporting Plan

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

Table 11: Internal Reporting Plan

No.	Types of Report	Recipient	Frequency	Responsible Division/ Unit
1	Council Progress Reports	Management Team, Council standing Committee and full Council	Quarterly	Planning and Coordination Division
2	Council Audit Report	Audit Committee,	Quarterly	Planning and Coordination Division
3	Council workers report	Workers Board Meeting	Bi-annual	Planning and Coordination Division
4	Council Fraud and Risk Management Reports	Council Management, Finance Committee	Quarterly	Planning and Coordination Division
5	Council Finance and Administration Report	Finance and Administration Committee	Monthly	Finance and Accounts Unit
6	Council Procurement Report	Finance and Administration Committee	Monthly	Procurement Management Unit

4.10.2 External Reporting Plan

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 7 external reports provided to external organs; these include Council CCM Manifesto implementation report, Council Performance, and Progress Reports, Annual Audited Financial Statements, Council Fraud and Risk Management Reports, Council Audit Report, Council Procurement Report, and Council Sector Progress Report.

Table 7: External Reporting Plan

No.	Types of Report	Recipient	Frequency	Responsible Division/ Unit
1	Council CCM Manifesto Implementation Report	Commissioner Officer, Regional Administrative Secretary and Ministry Responsible for Local Government	Biannual	Planning and Coordination Division
2	Council Performance and Progress Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Planning and Coordination Division
3	Annual Audited Financial Statements	Regional Administrative secretary and Ministry Responsible for Local Government, CAG	Annually	Procurement Management Unit

No.	Types of Report	Recipient	Frequency	Responsible Division/ Unit
4	Council Fraud and Risk Management Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Planning and Coordination Division
5	Council Audit Report	Regional Administrative secretary; and Ministry of Finance and Planning	Quarterly	Internal Audit Unit
6	Council Procurement Report	Regional Administrative secretary and Public Procurement Regulatory Authority	Quarterly	Internal Audit Unit
7	Council Sector Progress Report	Regional Administrative secretary and Ministry responsible for each sector	Quarterly	Responsible sector Division and Unit

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

4.11.1 Level 1-Inputs

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

4.11.2 Level 2 -Activities

The second level of the results chain focuses on realization of activities in the Strategic Plan and linkage between activities and outputs. At this level indicators will focus on processes, activity programming and timeliness of implementation. Activities will be reviewed on weekly, monthly or quarterly basis and will be reported in the 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.

4.11.3 Level 3 - Outputs

The third level of the results chain tracks the realization of the outputs that council produces and which are attributed solely to the council. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis and review of the outputs, milestones and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are contributing to the

outcomes, and will inform corrective action if the outputs are not being delivered on time, to the expected quality and are not contributing to planned outcomes.

4.11.4 Level 4 - Outcomes

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