

UNITED REPUBLIC OF TANZANIA



PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



TABORA MUNICIPALCOUNCIL
STRATEGIC PLAN
2021/2022-2025/2026

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EXECUTIVE SUMMARY

Tabora Municipal Council structure is enshrined in the Act of Parliament Number 19 of 1997. In 1982 the Parliament of united republic of Tanzania passed the Local government (District Authorities) Act (Cap 287) and the Local government (Urban Authorities) Act (Cap 288). These two Acts gave mandate to the Minister responsible for Local Authorities to establish Local Authorities in Districts, Urban Areas, Townships and Mitaa/ Villages. In the same year the Parliament also passed the Local Government Finance Act (Cap290). In this Act the Ministers of Finance and that of Regional Administration and Local Government had to agree on the levels of assistance to the established Local Authorities.

In 1998 the Government came up with a White Paper, which was intended to reform the running of the Local Government system. This reform was based on Political Devolution and Decentralization of functions and finances within the framework of a unitary state. Originally the reform was centred in four main areas of political, finance and administrative decentralization and a change in Central-Local Government relations. The reform process came up with procedures that could enable a council to be reformed. The emphasis was put on Strategic Approach to running the affairs of councils and being more result oriented in attaining the desired goals. Hence Strategic Planning became the prerequisite of receiving the required financial support. In that process the different levels of the government machinery had to come up with Vision and Mission Statements, Objectives, smart Targets, Activities justifying the needed financial support and the Strategies to be used during implementation.

Tabora Municipal Council reviewed the ended Strategic Plan (2016/2017 to 2020/2021) and hence to come up with this new Strategic Plan (2021/2022-2025/2026) with a new Vision and Mission Statements, Objectives, Smart Targets and Strategies to be used during the implementation of its planned strategic activities. This new Strategic Plan was prepared in line with the Council's core functions, National policies, Regulations and other contemporary guidelines.

This Strategic Plan has five sections. The first section details out the introduction of this Strategic Plan.

The section specifically covers the Background information, geographical location and administrative borders, administrative units, climate, rural/urban migration, population size, growth and density, ethnic groups, economic infrastructure and services as well as the strategic planning approach.

Section Two presents the Situation Analysis covering both internal and external environments which affect roles and functions of the Council.

Section Three covers Performance Review of the previous Strategic Plan. The section covers rationale of the evaluation as well as achievements and implementation gaps and constraints of the Strategic Plan which started from the FY 2016/2017 – 2020/2021.

Section Four covers the Vision, Mission, Objectives, Core Values, Targets, Strategies and Performance Indicators of this Strategic Plan which starts from the FY 2021/22 to 2025/2026.

Section Five: This covers Implementation, Monitoring, Evaluation, Review Framework, Assumptions and Risks.

The purpose of this Strategic Plan is therefore to be a guiding tool in carrying out Tabora Municipal Council businesses. In essence it is intended to serve as a reference to other stakeholders, show the times that different activities will be implemented, show the expected outcome in each target and also show how progress will be assessed.

TABLE OF CONTENT

EXECUTIVE SUMMARY	2
TABLE OF CONTENT	4
LIST OF ABBREVIATIONS AND ACCRONYMS	7
LIST OF TABLES.....	9
LIST OF FIGURES.....	10
STATEMENT OF THE MUNICIPAL MAYOR.....	Error! Bookmark not defined.
STATEMENT OF MUNICIPAL DIRECTOR	Error! Bookmark not defined.
CHAPTER ONE	Error! Bookmark not defined.
BACKGROUND INFORMATION OF TABORA MUNICIPALCOUNCIL...	Error! Bookmark not defined.
1.1 Background Information.....	Error! Bookmark not defined.
1.2 Geographical Location	Error! Bookmark not defined.
1.3 Land Area and Land Use Pattern	Error! Bookmark not defined.
1.4 Administrative Units	Error! Bookmark not defined.
1.5 Climate and Topography	15
1.6 Agro-Economic Zone	15
1.7 Population Size and Growth.....	Error! Bookmark not defined.
1.8 Ethnic Groups.....	16
1.9 Strategic Planning Approach	16
CHAPTER TWO	18
SITUATIONAL ANALYSIS	18
2.1 Introduction.....	18
2.2 The Analysis of Internal Environment	18
2.2.1 Human Resource Management and Administration	18
2.2.2 Economic Planning, Statistics and Monitoring	20
2.2.3 Agriculture, Irrigation and Cooperatives.....	21
2.2.4 Livestock and Fisheries.....	24
2.2.5 Community Development, Social Welfare and Youth.....	24
2.2.6 Primary Education.....	28
2.2.7 Secondary Education	33
2.2.8 Health.....	35
2.2.9 Finance and Trade.....	39
2.2.10 Urban Planning, Land and Natural Resource	41
2.2.11 Solid Waste management and Environment.....	43

2.2.12 Beekeeping.....	46
2.2.13 Legal and Security	47
2.2.14 Election Section	49
2.2.16 Information Communication Technology and Public relation	50
2.2.17 Internal Audit	53
2.2.18 Water	Error! Bookmark not defined.
2.2.19 Works.....	54
2.3 The Analysis of External Environment	54
2.3.1 Tanzania Development Vision 2025.....	54
2.3.2 The Long Term Perspective Plan (LTPP, 2011/12-2025/26).....	55
2.3.3 National Five Years Development Plan (2016/2017 -2020/2026).....	55
2. 3.4 Tanzania Mini - Tiger Plan	55
2.3.5 Small and Medium Enterprise Development Policy 2002.....	56
2.3.6 National Livestock Policy 2006	56
2.3.7 East African Community Initiatives.....	56
2.3.8 Sustainable Development Goals.....	57
2.3.9 Agenda 2063: The Africa We Want	57
2.4 Strength Weaknesses Opportunities and Challenges (SWOC) Analysis.....	58
2.4.1 Strength	58
2.4.2 Weaknesses.....	59
2.4.3 Opportunities	59
2.4.4 Challenges	59
2.5 Stakeholders Analysis.....	60
2.6 Core Values	62
CHAPTER THREE	Error! Bookmark not defined.
PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2009/2010-2013/2014 STRATEGIC PLAN.....	64
3.1 Introduction.....	Error! Bookmark not defined.
3.1 Major Achievements	Error! Bookmark not defined.
3.2 Major Constraints	Error! Bookmark not defined.
CHAPTER FOUR	79
THE PLAN	79
4.0 Vision	79
4.2 Mission	79
4.3 Strategic Objectives	79
4.4 Strategic Plan Matrix	Error! Bookmark not defined.

4.4.1 Strategic Objective 1.....	Error! Bookmark not defined.
4.4.2 Strategic Objective 2	Error! Bookmark not defined.
4.4.3 Strategic Objective 3	Error! Bookmark not defined.
4.4.4 Strategic Objective 4	Error! Bookmark not defined.
4.4.5 Strategic Objective 5	Error! Bookmark not defined.
4.4.6 Strategic Objective 6	Error! Bookmark not defined.
4.4.7 Strategic Objective 7	Error! Bookmark not defined.
4.4.8 Strategic Objective 8	Error! Bookmark not defined.
4.4.9 Strategic Objective 9	Error! Bookmark not defined.
4.4.10 Strategic Objective 10.....	Error! Bookmark not defined.
4.4.11 Strategic Objective 11	Error! Bookmark not defined.
4.4.12 Strategic Objective 12	Error! Bookmark not defined.
4.4.13 Strategic Objective 13	Error! Bookmark not defined.
4.4.14 Strategic Objective 14.....	Error! Bookmark not defined.
4.4.15 Strategic Objective 15	Error! Bookmark not defined.
4.4.16 Strategic Objective 16	Error! Bookmark not defined.
4.4.17 Strategic Objective 17	Error! Bookmark not defined.
4.4.18 Strategic Objective 18	Error! Bookmark not defined.
4.4.19 Strategic Objective 19	Error! Bookmark not defined.
CHAPTER FIVE.....	116
PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORK	
INTERNAL AND EXTERNAL REPORTING PLAN.....	116
5.1 Plan Implementation	116
5.2 Plan Monitoring	116
5.3 Plan Evaluation.....	117
5.4 Plan Review	118
5.5 Internal Reporting Plan	118
5.6 External Reporting Plan.....	119

LIST OF ABBREVIATIONS AND ACCRONYMS

ACSEE	Advanced Certificate of Secondary Education
ADC	Alliance for Democratic Change
ARDS	Agriculture Routine Data System
ART	Antiretroviral treatment
BEMIS	Management Information System
BOT	Bank of Tanzania
CAG	Controller and Auditor General
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
MD	Municipal Director
CDL	Centers for Distance Learning
CHADEMA	Chama cha Demokrasia na Maendeleo
CHF	Community Health Fund
CMT	Council Management Team
COBET	Complementary Basic Education Training
COWSO's	Community Owned Water Supply Organizations
CSEE	Certificate of Secondary Education Examination
CTC	Care and Treatment Clinic
CUF	Civic United Front
FBOs	Faith Based Organisations
FMPs	Facility Management Plans
FYNDP II	Five Years National Development Plan II
GDP	Gross Domestic Product
GEPF	Government Employee Pension Fund
GOT HOMIS	Government of Tanzania Health Management Information System
GPS	Geographical Positioning System
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
HOD	Heads of Departments
HOU	Head of Units
IAG	Internal Auditor General
IASC	International Accounting Standard Committee
ICBAE	Integrated Community Basic Adult Education
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
IIA	Institute of Internal Auditors
ILMIS	Integrated Land Management System
IPPF	International Professional Practice Framework
LAN	Local Area Network
LAPF	Local Authority Pension Fund
LAWSON	Human Capital Management Information System
LGA	Local Government Authority
LGDG	Local Government Development Grand
LGRCIS	Local Government Revenue Collection Information System
LLB	Bachelor of laws
LTPP	Long Term Perspective Plan
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
NAP III	Third National Action Plan
NBAA	National Board of Accounting and Auditors

NCDs	Non-Communicable Diseases
NECTA	National Examination Council of Tanzania
NGOs	Non Governmental Organisations
NHIF	National Health Insurance Fund
NMB	National Microfinance Bank
NSSF	National Social Security Fund
O&M	Operation and Maintenance
O&OD	Opportunities and Obstacles to Development
ODL	Open and Distance Learning
OPD	Out Patient Department
OPRAS	Open Performance Review and Appraisal System
P4R	Performance for Results
PEDP	Primary Education Development Programme
PHC	Primary Health Care
PMCT	Preventive Mother to Child Transmissions
PO-RALG	Presidents Office Regional Administration and Local Government
PoS	Point of Sell
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PReM	Primary Records Manager
PSPF	Public Service Pension Fund
RCH	Reproductive and Child Health
SACCOS	Savings and Credit Cooperative Society
SEDP	Secondary Education Development Program
SLO	Statistics and Logistics Officer
SME's	Small and Medium Enterprises
SNE	Special Needs Education
STD	Standard
SWOC	Strength Weaknesses Opportunities and Challenges
TANROADS	Tanzania National Roads Agency
TASAF	Tanzania Social Action Funds
TB	Tuberculosis
TDV	Tanzania Development Vision
TISS	Tanzania Interbank Settlement System
TLP	Tanzania Labour Party
ToR	Terms of Reference
TPD	Town Planning Drawings
TRA	Tanzania Revenue Authority
TTCL	Tanzania Telecommunications Company Limited
TZS	Tanzania Shilling
UDP	United Democratic Party
VAEO	Village Agriculture Executive Officer
VCT	Voluntary Counselling and Testing
VFM	Value for Money Audit
WAEO	Ward Agriculture Executive Officer
WDF	Women Development Fund
WMIS	Water Management Information System
WS	Water and Sanitation
WSDP	Water Sector Development Programmed
YDF	Youth Development Funds

LIST OF TABLES

Table 1: Land areas by ward in square kilometer	Error! Bookmark not defined.
Table 2: Estimated Livestock Population by ward 2017/2018	26
Table 3: Participation in managerial, political, professional and technical personnel by gender and by ward	Error! Bookmark not defined.
Table 4: Number of School Toilets by Ward	31
Table 5: Number of School Infrastructure.....	32
Table 6: Number of student's enrollment in 2026	34
Table 7: Number of teachers by gender and qualifications by 2026	34
Table 8: Number of infrastructures required, available, and shortage	35
Table 9: Types of extraction systems in water schemes	Error! Bookmark not defined.
Table 10: Stakeholders' analysis matrix	60
Table 11: Example of quarterly progress report	117
Table 12: A Review Plan.....	118
Table 13: Internal Reporting Plan.....	119
Table 14: External Reporting Plan	120

LIST OF FIGURES

Figure 1: Budget estimates and actual amount received **Error! Bookmark not defined.**

The Statement of the Hon. Mayor

The Strategic Plan for the Tabora Municipal Council sets out direction and scope of our mandate including the Vision, Mission, Core Values, Objectives and Performance targets for the period commencing from July 2026. The plan highlights the key performance indicators and Strategies to achieve the Vision of the Council.

The preparation of this Strategic Plan has been a well-established collective and participatory process involving senior management, employees, with a wide range of stakeholders and the community at large. During implementation of the previous Strategic Plan (2016/2017– 2020/2026), the Municipal Council attained several achievements in its goal of providing quality services to the residents of Tabora Municipality. It gives me great pleasure and hope to present the Strategic Plan for Tabora Municipal Council in the next five years starting from 2021/2022 to 2025/2026. I would like to acknowledge the hard work and commitment shown by Dr. Peter M. Nyanja, the Municipal Director, all Heads of Departments/Sections and all stakeholders including the Councillors, the community, NGOs, CSOs, FBOs and other development partners for their valuable contribution in the preparation of this Strategic Plan. Their contribution in this context is highly appreciated

This Strategic Plan has set out the vision, mission, core values and objectives of Tabora Municipal Council for the next five years. It also outlines the strategies and targets to achieve the strategic objectives of the Council for the coming five years. This Strategic Plan was prepared in line with the International and national agreed agenda, Council's core functions, Sustainable Development Goals (SDGs,) Election Manifesto of CCM 2020, Tanzania Vision 2025, Five Year Development Plan III, and President's Inaugural Speech, Sectorial Policies and other relevant documents.

The plan takes into account the importance of human resources in implementing the strategies and hence intends to ensure adequate provision for capacity building to management and staff and create conducive working environment for the staff. The Council has recruited and continues to recruit

highly qualified as well as experienced staff to ensure achievement of strategies and targets set out in this plan.

I encourage the Tabora Municipal Council staff to put maximum commitment on their responsibilities for the implementation of the plan for the benefit of our Community.

On the same platform, Council expects support from different stakeholders including local and international investors, President's Office, Regional Administration and Local Government (PO-LARG), Ministries, Departments and Agencies (MDAs), Development Partners (DPs), Non-Governmental Organization (NGOs), Community Based Organizations (CBOs), Faith-Based Organizations (FBOs), Financial Institutions and the community at large in implementing the hierarchical objectives, strategies and targets enumerated in the Strategic Plan.

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Hon. Ramadhan K. Kapela

Municipal Mayor

The Statement of Municipal Director.

This five year Strategic Plan for Tabora Municipal Council in the next five years starting from 2021/2022 to 2025/2026 aims at enabling the Council to achieve a comprehensive and focused fulfilment of tasks assigned to it under the Act and legislation. I wish to take this opportunity to extend my special thanks to Planning, Statistics and Monitoring department for coordinating the preparation of this Strategic Plan. I also wish to extend my sincere gratitude to the Municipal Mayor; Hon. Ramadhan K. Kapela, the Honourable Councillors, all Heads of Departments/Sections of the Council and other stakeholders including Administration and Local Government (PO-LARG), Ministries, Departments and Agencies (MDAs), Development Partners (DPs), Non-Governmental Organization (NGOs), Community Based Organizations (CBOs), Faith-Based Organizations (FBOs), Financial Institutions and the community at large.

This Strategic Plan has been prepared in compliance with the Council's core functions, Sustainable Development Goals (SDGs,) Election Manifesto of CCM, Tanzania Vision 2025, Five Year Development Plan, President's Inaugural Speech, Sectorial Policies just to mention a few. The implementation of this Strategic Plan for Tabora Municipal Council depend on several factors, namely; strong leadership, technical and institutional capacity, well prioritized projects, reliable resources throughout the implementation process, change of mind-set and acceptance in transformation and effective communication strategy. This Strategic Plan provides a framework for improved service delivery in the Council by continuing implementing performance-based management systems. The plan describes our Mission, Vision, Core Values, Mandate, Objectives, Targets and Key Performance Indicators.

Thus, I conclude by requesting all stakeholders and other development partners to fully participate in the implementation of this Strategic Plan and by so doing, will make it possible for our Council to realize its Vision, Mission, Core Values, Mandate, Objectives, Strategies and Targets

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Dr. Peter. M. Nyanja

Municipal Director

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

Tabora Municipal Council was officially established under the provisions of Section 8 & 9 of the Local Government (Urban Authorities) Act, No.8 of 1982 as amended by [Cap.288 R.E.2002]. Tabora Municipal Council came into existence after a The Tabora Municipal Council is responsible, to maintain and facilitate the maintenance of peace, order and good government within its 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; and to further the social and economic development of its area of jurisdiction.

1.2 Geographical Location

Tabora Municipal Council constitutes one of the eight Local Government Authorities of Tabora Region, which include Tabora Municipal Council, Nzega Town Council, Nzega District Council, Uyi District Council, Urambo District Council, Kaliu District Council, Sikonge District Council, and Igunga District Council,. The Council lies between latitude 4°52' and 5°9' South and Longitude 32° 29' and 33° 00' in the East approximately 1000-1500 meters above sea level. The Municipality is bordered by Uyui District in the Western, Northern and Eastern parties and Sikonge District in the South.

1.3 Administrative Unit

Tabora Municipal has two (2) divisions namely, Tabora, Kaskazini and Tabora Kusini which are subdivided, into nineteen (29) wards. Furthermore there are one hundred and thirty six (136) 'Mitaa', Fourty one '41' Villages and One hundred fifty nine '159' Hamlets within the Council. Currently, Tabora Municipal Council has one constituency named as Tabora Urban.

Administratively, the Municipal Council is run by Councillors under the leadership of Hon. Mayor. However, the Municipal Director who is assisted by heads of departments and sections (management) does the day-to-day administration of the Council. At the Ward level, there are Ward Executive Officers who are under the Municipal Director.

The Council has thirteen (13) departments namely Human Resource and Administration, Planning, Statistics and Monitoring, Health, Finance and Trade, Primary Education, Secondary Education, Water, Agriculture and Cooperative, Livestock and Fishery, Land and Urban Planning, Community Development and Social Welfare, Engineering, Sanitation and Environment.

1.4 Climate and Topography

Tabora Municipal lies at an altitude of 1000 meters above the sea level with mean temperature ranging between 22°C to 26°C. Highest temperature occurs in October prior to the start of rainy season and falls gradually in December and remains relatively constant until May. Between May and August temperatures are at the lowest levels. Average annual rainfall is between 800mm and 1000mm per year. The rains starts at mid November and end at early May. Normally there is usually a long dry spell towards the end of January or early February every year.

The topography of Tabora Municipal is characterized by five soil groups which occur in association within the various individual types of the terrain, variations characterized by slope positions. The main soil groups are: Lugulu, Isenga, Kikungu, Ipwisi and Mbuga soils.

1.5 Population Size, Growth and Density

Like all other urban centres in Tanzania, Tabora Municipal Council faces socio-economic

Problems arising from rapid growth of urban population attributed by natural growth &

Rural-urban migration.

According to 2012 Census the population was 226,999 people, of which 111,361 are male and 115,638 are Female with sex ratio of 96 and an average growth rate of 3.1% per annum .The average household size is 4.7 persons. Currently population projection (2020) within the area is 298,780 of which 146,575 Male are and 152,205 Female

The Council has an average population density of 274 persons per sq. km

1.6 Agro-Economic Zone

Agriculture is the predominant economic sector in Tabora Municipality. It is dominated by small holders who use handle and few Use plough and tractors. The bulk of agricultural production comes from small holders who invest in very little capital.

The main inputs are labor, land and fertilizers (Chemical fertilizers). Respite the important role agriculture plays in the economy and development there is a great deal of unutilized potentials. The Municipality is estimated to have 81,900 hectors of potentially cultivated land for both food and cash crop farming like cassava, Maize and Tobacco but only 31,973 hectors are under cultivation.

Currently, an urbanization process transformed the extensive Irrigation system to simple irrigation along the Municipality areas. Irrigation is mostly used in vegetable, fruits and maize production. The main areas where agriculture is practiced include; Ndevelwa, Ifucha, Itonjanda, Uyui, Kakola, Ikomwa, Misha, Kabila, Kalunde, Tumbi, Ntalikwa, and

Itetemia wards respectively. However, production of vegetables and fruits is increasing due to higher market demand within the Municipal.

1.7 Ethnic Groups

Tabora Municipal Council is one of fast growing Municipal in Tanzania experiencing fast population growth by both natural increase and migration. As a result, there are varieties of ethnic groups living in the Municipal. The main ethnic groups are the Africans and in small proportion there are Arabs, Indians, and Europeans. The main tribes found in a greater proportion are Nyamwezi, Sukuma, Tutsi and Ha.

1.8 Economic Infrastructure and Services

The economy of the Tabora Municipality depends largely on Agriculture, Manufacturing Industries, Trade and Business Services, Transport and Haulage, Construction, informal sectors and the allied activities.

1.9 Strategic Planning Approach

The approach used to develop this Strategic Plan was participatory through workshop involving different stakeholders including all Heads of Department/Sections in the Council. In this phase, heads from all thirteen (12) departments and six (6) sections within the council were involved.

The aim of the first workshop was to equip all Heads of Departments and Sections knowledgeable with strategic planning process to enhance fully participation during planning process for the duration of three (3) days. In the first workshop process, situation analysis of all departments and sections was conducted. This process involved performance review of the reviewed Strategic Plan, stakeholder's analysis as well as Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis of the Council. The situation analysis formed the basis for developing vision, mission, strategic objectives, core values, objectives, strategies and targets. The output of the first workshop is to develop the first draft of the Strategic Plan that can be presented during the second workshop. In order to improve the draft Strategic Plan, the second workshop involved a variety of stakeholders within the council including, councillors, council management team, staff and other development partners to produce the final Council Strategic Plan.

The plan has taken into account the second Tanzania National Five Years Development Plan (2016/2017-2020/2026), Sustainable Development Goals (SDGs), Ruling Part Election Manifesto of 2020 and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual.

1.10 Purpose of this Strategic Plan

The purpose of this Strategic Plan, is to inform our stakeholders what the Council plans are to do in the coming five financial years and provide a basis of accountability to measure our performance. It is further intended to outline the business of Tabora Municipal Council. Its objectives are derive from the factions as prescribe in 1982 (replied 1992) the targets are derived from the setting objectives and attended to achieve broad objective stated in each department and it is expected that all staffs of the council will continues with collaborative effort within internal and external stakeholder with the sole purpose of achieving the council vision and nation framework strategies. Specifically the overall purpose can be summarized as follows:-

- It will be a reference of the staffs of council and stakeholders
- It will indicate the timing of implementing different activities
- Assist in preparation of Performance budget.
- Be used as management tools in conducting council business.

1.11 The Strategic Plan Layout

This document has five sections. The first section details out the introduction of this Strategic Plan. The section specifically covers the Background information, geographical location and administrative borders, administrative units, climate, rural/urban migration, population size, growth and density, ethnic groups, economic infrastructure and services as well as the strategic planning approach. Section Two presents the Situation Analysis covering both internal and external environments which affect roles and functions of the Council. Section Three covers Performance Review of the previous Strategic Plan. The section covers rationale of the evaluation as well as achievements and implementation gaps and constraints of the Strategic Plan which started from the FY 206/2017 – 2020/2026.

Section Four covers the Vision, Mission, Strategic Objectives, Core Values, Targets, Strategies and Performance Indicators of this Strategic Plan which starts from the FY 2026/22 to 2025/2026. Section Five covers Implementation, Monitoring, Evaluation, Review Framework, Risks and Assumptions.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Introduction

This chapter presents the internal and external situational analysis report of Tabora Municipal Council. The analysis of internal environment for the Council, involved the comprehensive data collection and analysis of the service areas which entailed the determination of major functions, contemporary issues or performance in service delivery and issues of major concern affecting specific departments and units. On the side of external environment, the analysis involved an overview of National policies, National Visions, National strategies, National initiatives. Also the analysis involved International targets, Agenda and Conventions which the Nation has agreed upon hence has a bearing on operations of the Council. Moreover, this chapter provides the stakeholders analysis report and report on a summary of Strengths, Weaknesses, Opportunities and Challenges of the Council.

2.2 The Analysis of Internal Environment

2.2.1 Human Resource Management and Administration

Administratively, the Council under the leadership of Lord Mayor runs the Municipal Council affairs. However, the Municipal Director under the assistance of 11 Heads of Departments (HOD) and 6 Head of Units (HOU) – with several sections does the day-to-day implementation of administrative issues of the Municipal Council. At the grass-root level there are 29 Wards 134 *streets and 41 Villages* which are under the control of the Municipal Council. The major functions of the department/Units include:

- Ensuring efficient and effective Management and optimum utilization of Council human resources for achieving the planned targets by efficient and economic use of available resources.
- Ensuring timely availability of appropriate number of human resources, at the right time, to the right place, and ensuring their optimum utilization with high morale.
- Prepare employees leave schedules and benefits.
- Responsible for economic and efficient use of all types of resources of the Department.
- Prepare and submit to the Municipal Director recommended Department strategies, operational and annual budget for the Department.
- To interpret to the subordinates, Council policies.
- Recommending to the Municipal Director, Departmental and Council Organization structure.
- Interpretation to the Municipal Director and employees, of Human Resources Governing Instruments.
- Handling of disciplinary matters.
- Effective Council transport Logistics Management.
- Management of Workers' Council matters.

- Effective Management of Human Resources Recruitment, Selection, Induction, Evaluation, Promotion, Training, Development and preparation of Seniority list and staff establishment.
- Establishing and maintaining up to date staff inventory and staff educational skills analysis.
- Preparation of annual Council Employees Personal Emoluments Estimates.
- Maintaining conducive and enabling work environment through best possible house-keeping and improved workers morale.
- Ensuring proper industrial and human relations between the Council employees, Supervisors, Stakeholders and the public at large.
- Managing employees of statutory Deductions: PSSSF and NHIF etc.
- Effective management of open and confidential registry.
- Proper management of Council Committee matters.
- Effective management of Ward affairs.
- Advising the Municipal Director on human resources and administrative matters.
- Liaising with relevant external organs within the department's functions jurisdiction.
- Performing any other duties as may be assigned by the Municipal Director.

On personnel emoluments, the Council has a total of 2306 employees with a deficit of 816 of different professional cadres across all departments and units. On staff houses and houses, the Council has a deficit of and 42 offices for Mitaa /Village Executive Officers and Ward Executive Officers, respectively. Moreover, the Council has a deficit of .17 houses for heads of departments/Units.

Tabora Municipal Council has striving to recruit more qualified people to perform the important tasks identified for the accomplishment of the organizational goals. However, the process of acquisition of new staff and rightsizing the available staff faces a number of setbacks including:-

- Inadequate number of staffs as compared to the work-load as provided in strategic plan.
- Inadequate skills in relation to job responsibilities.
- Lack of experience to some job holders.
- Lack of enough working equipments/ tools.
- Lack of theoretical, technological and professional background especially among the Lower Local Government Staffs.
- Little understanding of ethics infrastructures (including awareness about code of ethics and anticorruption legislation).
- Failure to implement discipline procedure as required by law
- Failure to supervise and monitor staff outside the main office.
- Lack of motivation to staff.
- No regular meeting to update knowledge and provide feedback to HR department.
- Shortage of working infrastructures i.e. office, furniture and stationeries.
- Delay of funds to the grassroots level such as ward and mitaa office lead to failure to implement some activities planned.
- Changes of ward officers frequently lead to failure to implement development strategies.

- Lack of funds to facilitate workers union meetings.

2.2.2 Planning, Statistics and Monitoring

The core functions of this department are to conduct Planning, Coordination, and Facilitation of participatory activities. The Planning department is responsible for co-ordinating planning sessions and guidance to all heads of departments/Units by using the improved Opportunities and Obstacles to Development (O&OD). The improved O&OD planning methodology emphasizes on community participation during planning and budgeting process. The department therefore is responsible to initiate, coordinate and monitor all Municipal strategic investment projects so as to increase the Council revenue sources.

Other functions include:- To coordinate the overall socio-economic development projects in the Council; to coordinate preparation, monitoring and evaluation of plans (Strategic plan, action plan, and budget); Scrutinize, consolidate and monitor the preparation and implementation of council plans and budget; to coordinate implementation of special projects and cross-cutting issues such as gender, HIV/AIDS, environment; to monitor and evaluate the performance of development projects; Socio-economic data collection, analysis and management of different data provided for the sake of doing simulation; Implementation of Government policies, programmes and directives; Advising Municipal Director in planning and economic issues; Policy dissemination to grassroots; to coordinate sectors and investment priorities; Preparation and timely submission of various reports; also cooperating with researchers to conduct researches pertaining with various issues, proposal writing and implementation of development project from Own institution, Central Government, development partners and other stakeholders. According to establishments, the department has four staffs out of the required nine staff.

The department has a core role of doing Monitoring and Evaluation of Development Projects. The department is supposed to set a baseline indicators which are supposed to be traced periodically so that to see if the budget has been utilized fully and if the implementation of the projects are within a time set. The M&E is being conducted but not in a professional way. This has caused many projects to delay in its implementation and sometimes even the quality of projects can be questioned. This has created problems during self-assessment of the budget performance exercise. Also lack of enough fund set for doing M&E exercise.

The department has a section of Statistics unit and Statisticians personnel with core function of collecting, analyzing, interpreting and dissemination of information. Data has to be collected from all departments and sections whereby the department has the role of making sure the collected data are of high quality to represent the real situation of Tabora Municipal Council. Also Statistics are essential in setting the baseline data which are helpful in setting output and outcome indicators which are helpful in assessing the Plans and Budget performance. On investment issues, the Council need to ensure the adequate, Equitable and quality services provided to residents, the council has to reduce rate of dependency by improving its own source revenue to ensure the supply of resources is adequately available. To meet this, the council come up with the strategy of adding establishing investment section in order to ensure that all investment potentials are fully utilized.

Despite of importance of quality statistics required, the Council is facing lack of the data Bank, unreliable data from different sectors, lack of knowledge and skills on the new technology of data analysis and shortage of working tools such, Data analysis software, coloured printers and scanner.

Also, Tabora Municipal Council has deliberately concentrated in Investment projects which will add the own source revenue and provide good service to citizen. Currently, the council already has a Capital Investment Plan (CIP) with 38 different earmarked projects with tentative cost for every project. These projects are:

1. Construction of Ipuli Modern Bus Stand
2. Rehabilitation, Installation of Slaughterhouse Equipments and Machineries, Construction of Block Fence at Tabora Municipal Abattoir Rehabilitation of Truck terminal at Ipuli area
3. Construction of modern market at Central area
4. Construction of modern dump site at Itetemia area
5. Construction of Tabora District Hospital
6. Construction of Health centers at Ikomwa, Tumbi, Misha, Kalunde, Itetemia Itonjanda; and Ndevelwa Wards;
7. Construction of children playground at PPP area
8. Establishment of agro processing Industries at Cheyo and Malolo area
9. Establishment of renovation of existing Industries at Kiloleni industrial area
10. Construction of Truck terminal at Block F along Itigi Road
11. Construction of conference hall at Ipuli Mnadani
12. Rehabilitation of Mashujaa football ground
13. Rehabilitation of Sports ground Infrastructure at Kazima and Mirambo Secondary Schools
14. Construction of Mini stadium for in Door games at Mirambo sec. Grounds

2.2.3 Agriculture, Irrigation and Cooperatives

Core functions of the department are to develop and promote crop program in the Municipal council, liaise with parastatals and NGOs institutions dealing with crop development in the Municipal council, co-ordinate, and implementation of agricultural development program in the Municipal council, provide guidelines for implementation of agricultural policy in the Municipal council, collaborate with institutions which deal with environment conservation in order to ensure that agricultural development conserves the environment, coordinate and supervise preparation of estimates for inputs and agricultural implements requirements for the Municipal council and make follow up for their availability and distribution, coordinate and supervise, give advice to all agricultural activities undertaken by the Municipal council, preparation of annual budgets and reports of the Municipal council, recommending, developing and promoting the implementation of agricultural by-laws.

Other functions are Collection of data on production and marketing of crops, to promote cooperative societies establishment, registration, cooperative education and skills in accordance with the provision of the cooperative act of 2013. Currently, the staff capacity of the department is 79 staff (75 Extension officers and 4 Cooperative officers)

including those who at head quarter and ward level while the requirement number of staff is 29 staffs; the deficit is at ward level 17 Extension officers and 4 cooperative officers at head quarter level.

Tabora Municipal Council has endowed with about 81,900 hectares of arable land for crop production, horticultural crops 4,914 hectares and other food crops 76,986 hectares. However, agriculture is not the mainstay of the Municipal dwellers economy only as it employs about 172,519 (76%) of the total population of 226,999 (Census 2012). Farmers in Tabora Municipal Council context are very broad category of actors ranging from small-scale subsistence crop producers, machinga selling different agricultural produces such green maize , boiled maize , grilled maize, root crop (cassava, sweet potatoes) , plain /ripe banana, boiled grand nuts, variety of vegetables, hence more than 85% per cent of household families engage in agricultural process.

In Tabora Municipal council due to enough land for agriculture production, the sector does creating conducive environment for farmers to transform their farming from subsistence to modern commercial agriculture, majority of farmers fails to maintain their ability to ensure food security but also fails to produce surplus for their development due to low capital constraints. With respect to total population of 298,780, the total food demand in Tabora Municipal is 78,664.250 Tons/year of cereals and 26,072.891 Tons/year of leguminous crops. The average food production stood at 107,240.860 Tons/year for cereals and 7,008.00 Tons/year of leguminous which led to food surplus of about 28,577 tons/year of cereals and while there is food shortage of 19,064.860 tons/year of leguminous in the year of 2020/2026. Therefore, food shortage is covered by business people importing food from other regions and distribute/ selling to various markets within Tabora Municipality.

The area under production of horticultural crops is 3,198 hectares that give average production of 47,970 tons/year, for fruits production each individual farmers plant several fruit trees at his homestead for family consumption and excess for selling to get income. Production of horticultural crops is increasing due to higher market demand within the Municipal.

Farm machinery, implements and equipment are important tools for increasing area under production. Despite its importance, the utilization of farm machinery and implements in the Peri-urban of Tabora Municipal is extremely very low with about 56% of farmers using the hand hoe, 33% draught animal power and 11 percent tractors. However, the use of modern farm machinery is hindered by low purchasing power of most farmers; about 56% of food and cash crops production in Tabora Municipal Council are done through using hand-hoe, ox-ploughing is done at 33% and 11% is done by using tractors

We acknowledge that increased use of modern inputs (fertilizers, agrochemicals, seeds, farm machinery) is a pre-requisite for achieving sufficient agricultural production and growth to meet economic development, poverty reduction and food security and nutrition goals. Despite their importance, the availability of agricultural inputs is constrained by weak quality control mechanism for input; low utilization of modern inputs in agricultural production due to high cost. Currently Tabora Municipal council has

47 Agro dealers who supplies inputs services to simplify availability of input services to our farmers.

Extension services are crucial in supporting poverty reduction in rural and peri-urban areas and market competitiveness for commercial agriculture in the domestic and global markets. It enables producers to realize increased production and productivity through accessibility to marketing information and other support services essential for agricultural development.

The transformation of agricultural extension services is important in order to impart the right tools, knowledge and skills as well as ensuring farmers adhere to Good Agricultural Practices. However, the provision of agricultural extension services in the Municipal is hindered by lack of strong research-extension-farmers linkage; low participation of private sector in extension services delivery; weak supervision and insufficient manning levels; insufficient knowledge regarding technological advancements and weak coordination of agricultural extension services; lack of service delivery performance standards and regulations; poor living and working conditions of extension officers.

Generally, crops in the council are marketed in raw form with little or no value addition. Agro-processing provides an opportunity for increasing incomes and creating jobs along the value chain through expansion of forward and backward linkages in the economy. In light of this, development of agro-enterprises has the potential for providing employment through such activities as handling, packaging, processing, transportation and marketing of food and agricultural produce. However, agro-processing in this mainly is constrained by limited supply electricity with high costs; inadequate raw materials; inappropriate machinery and technology; and limited skills.

Tabora Municipal Council has 35 milling machines purposely for cereals/paddy value addition, no machines are owned by farmer groups.

Irrigation is essential for increased productivity and production as it mitigates variation of weather, which is becoming more frequent and intensive because of global climate change. The area under irrigation in Tabora Municipal council is about 514 Hectares under traditional and improved irrigation system. The farming households that use irrigation are 1 per cent while 99 per cent depends on rain fed agriculture production. The traditional and improved traditional irrigation system is mostly used in horticultural and green maize production. The main challenge is on how to exploit the practice of bio-intensive irrigation for horticultural crop production as well as creating an enabling environment for the private sector to develop mechanized small scale irrigated farms. Efforts to develop an effective irrigation system in the Municipal are constrained by inadequate private sector capacity and funding for irrigation development; inadequate sector co-ordination and lack of holistic integrated planning in water resource utilization; weak irrigators' organizations to undertake overall irrigation water management and infrastructure maintenance; and low production and productivity in constructed irrigation schemes.

There are different Producers' organizations that exist in many different forms and purposes in Tabora Municipal council. The most important ones include cooperative societies, saving and credit cooperatives (SACCOS) and consumer cooperative societies.

Farmers' organizations in the form of cooperatives, associations or groups are important means through which farmers empower they are organizations that represent farmers' interests. In Tabora Municipal council there are 30 farmers organization among this Cooperatives society is 17; saving and Credit Cooperative Societies (SACCOS) are 11 and other mixed cooperative societies 2 In nature of service provisional to its members only 8 SACCOS are active and 6 cooperatives societies are active. When established Cooperatives were expected to provide services such as information, inputs, credit and procurement of produce; Collecting and disseminating marketing information to members; Conducting membership education; Providing training on technical and organizational issues; Lobbying and advocacy on behalf of their members; and Participating in the processes of policy formulation, program planning and implementation. The sector is facing the following constraints:

- Prevalence of crop pests and diseases
- Low productivity and crop production due to low level of inputs
- Inadequate support of extension services to the farmers
- Erosion of natural resource base, environmental degradation
- Unfavorable weather conditions on crop production
- Inadequate land for agriculture production expansion.
- Less involvement of in agro-processing crops for value addition.
- Lack of small-scale capital to invest irrigation
- Low and underdeveloped irrigation potential.

In general, most cooperatives societies are weak managerially and financially and have limited capacity to attract professional staff, credit and related financial services. In view of this, most of them are unable to live up to their objectives such as provision of financial, advisory and marketing services and a common voice on issues of common interest to their members. In Tabora Municipal council with the collapse of the cooperative system, most farmers do not have access to financial services, especially in peri-urban areas. Cooperatives, SACCOS have insufficient capital due to failures of members to make saving and purchasing of shares in order to increase internal capital, other problem include:

- Cooperative society key actors, board members, management, credit committee and supervisory committee fail to attend their responsibilities to adhere bylaws and policy.
- Cooperative leaders and members to become defaulters to their loans.

2.2.4 Livestock and Fisheries

The core activities of the department are Dissemination of knowledge on livestock and Fisheries production, Prevention and treatment of livestock diseases, livestock Statistical and data analysis, livestock production and marketing, improvement of livestock infrastructure, Animal feeding and nutrition, development of Fisheries infrastructures, aquaculture and fisheries assurance. Like other urban areas in the country, rapid urbanization taking place in Tabora Municipal Council has not been accompanied with equitable economic growth and has resulted into increased urban poverty. As a result of this worsening of urban poverty, many low-income households suffer from extremely limited livelihood food security. To address this issue, most livestock keepers in Tabora Municipal Council whom majority are people of low-income engage in urban livestock keeping as a response to limited alternative livelihood options and food insecurity. The

department have total of 16 staffs of which 15 are Livestock staff and 1 is Fisheries staff. However, the department has a deficit of 55 staff for Livestock sector and 3 staff for fisheries sector.

Livestock farming is one of the major livelihood activities in Tabora Municipal Council. It contributes significantly to the people livelihood. Concurrently, the indigenous breeds of cattle, goats, sheep, pig, and poultry are the most common dominates the industry. However high mortality rates, low reproductive rates and poor quality products are among the challenges facing the industry in the Municipal Council. As of today, the Municipal Council was managed to establish livestock population through ward executive officers and livestock extension staff. Total number of livestock is as follows: Cattle 71,497 Goats 26,564 Sheep 11,501, Chicken 100,105, Pigs 4,094, Pigeon 199, Donkeys 368, Ducks 4,324, Dogs 2,427 rabbits 2,181, and cats 643. Detailed distribution per ward is shown in Table 1.

Table 1: Estimated Livestock Population by ward 2017/2018

No.	WARD	CATTLE	GOATS	SHEEP	RABBITS	DONKEY	DOGS	CATS	PIGS	CHICKENS	DUCKS
1	IKOMWA	6177	2027	118		6	116		7	8058	251
2	ITONJANDA	1725	577	215						2129	
3	KAKOLA	3639	1300	164				36			
4	NTALIKWA	6533	615	237						1220	
5	ITETEMIA	3822	893	411	513	58			1797	11315	1011
6	MALOLO	2100	698	306	69	39	210	77	84	2690	119
7	TUMBI	4568	1816	263			132		463	7634	
8	IFUCHA	3762	1226	146		12	239		212	3731	56
9	NDEVELWA	10453	9310	7841		21	368		124	9490	342
10	KALUNDE	6336	2141	312					218	8179	1315
11	MISHA	7634	892	293		28				7816	
12	KABILA	6789	1037	54		29	109			3017	79
13	CHEYO	87	54	32					65	1234	34
14	UYUI	4538	2184	446					38	2341	58
15	MWINYI	156	54	18			35	21	53	3257	43
16	TAMBUKARELI	134	157	56	64	4	65	25	143	1561	17
17	KITETE	99	68	42	23	16	129	17	76	2670	73
18	CHEMCHAM	68	42	8	65		114	32	63	812	53
19	NG'AMBO	213	79	54	53	22	137	41	78	2117	123
20	KANYENYE	45	42	13	45		45	54		4350	120
21	MPELA	1360	811	237	340	49	98	32	261	2411	111
22	KILOLENI	57	80	21	121	5	46	14	64	3124	76
23	GONGONI	64	22		54		34	12		1443	69
24	MAPAMBANO	122	60	32	320	6	15	65	45	2330	37
25	MTENDENI	197	119	64			127	51	82	1178	59
26	IPULI	223	121	34	221	23	144	32	133	1554	43
27	ISEVYA	430	54	32	135	12	22	57	43	1443	65
28	MBUGANI	43	18		34		67	23		1778	89
29	K/CHEKUNDU	123	67	52	124	38	175	54	45	1223	81
TOTAL		71497	26564	11501	2181	368	2427	643	4094	100105	4324

Source: Municipal Director's Office (Livestock and fisheries department), Tabora Municipal Council, 2021

Tabora Municipal Council has facilities which are used to provide livestock services at ward level these includes 6 cattle dips 1 veterinary centres, one slaughter house which is at rehabilitation stage but it lacks fences, slaughtering facilities, loading ramp, and there is 1 hide and skin shed. Common diseases affecting livestock in Tabora Municipal Council includes Tick and tick borne diseases which caused 10% of death rate. Foot and Mouth diseases, Helminthosis, Brucellosis, New castle Disease currently caused mortality rate of 40%, Duck hepatitis virus caused death rate of 16%, Fowl pox virus accounts for 40% mortality rate, Rabies, Leptospirosis in dogs caused 20% death rate, Rabbits are affected by Pneumonia which accounts for 12.5% death rates, Pigs are affected by Colibacillosis which caused 1.5% death rate, Coccidiosis, Diarrhea and lumpy skin. Canine Parvovirus infection in dogs account for 10% and extension staff vaccinates animals when vaccines are available.

Problems facing livestock keeping include: limited grazing land, financial constraints, low productivity, poor husbandry and value addition skills, inadequate number of livestock extension staff, pests and diseases outbreak, limited livestock infrastructures (production and processing), unreliable marketing systems and market infrastructures, limited genetic resource base and breeding, poor bio security, lack of awareness and incentive to adopt improved management practices.

Fish Industry is an important income generating activity in Tabora Municipal Council it provides employments, food as well as income to the communities. It is estimated that the subsector is employing a total of 400 both fishers and fish dealers.

Problems facing fisheries section include: poor coordination to some members in fisher folk, illegal fishing, informal fish landing sites, lack of awareness to some community members on fish culture, inadequate number of fisheries staff needed for daily fisheries management, lack of working facilities for efficiently to supervisory roles to protect Igombe dam such as engine boats and lack of modern fish market at Tabora municipal.

2.2.5 Community Development, Social Welfare and Youth

Community Development Department is divided into five sections: section of women Community Development Department is divided into six desks: desk for community participation, desk for gender development, desk for child development, desk for crosscutting issues, desk for coordination, follow up and registration of Non Governmental Organisations and desk for economic empowerment and poverty reduction. Community Development Officers are placed at the Council Headquarter and ward levels. However there is a shortage of 13 Community Development officers at ward levels. The functions of Community Development Department are:-

- To support the community to identify community problems and assist in finding solutions and develop implementation plans.
- To promote self-help community projects.
- To assist the community to formulate economic groups for women, youth, people with disabilities, and other mixed groups to improve their welfare.
- To network with partner organizations such as NGOs, FBOs and CBOs for implementing community Development programs
- To provide advisory services to women, people with disabilities, youth groups and other groups on small scale business/project management.
- To sensitize community to use appropriate and affordable technology so as to reduce workload to women.
- To promote the community to protect natural resources for sustainable development.
- To promote community to be aware of HIV infection.

The Department is supporting women, youth and people with disabilities income generating activities by giving them soft loans under Women, youth and people with disabilities Development Funds in order to help them to be competent in entrepreneurship issues.

In the year 2019/2020 the total amount of Tshs. 242,000,000.00 was provided to 46 economic groups and in 2020/2026 the total amount of Tshs. 507,500,000.00 was

provided to 99 economic groups. However, large number of loan applications from economic groups fail to be accommodated due to limited amount of funds available, Failure of some economic groups to recover the loans timely due to negative attitude assuming that loan provided to them are not supposed to be repaid but rather given to them as grants. Economic groups which were provided loan in 2019/2020 were supposed to pay all the loan of Tsh. 242,000,000.00 by end of September 2026 but they have only managed to repay the amount of loan of 192,050,850/= Tshs only and the department is continuing to following up the remaining amount.

HIV/AIDS is both a disastrous pandemic and at the same time a challenge to our Nation and Tabora Municipal included. It is a disaster because it kills a lot of economic age group in the society. It is a social, cultural and economic problem which touches on private life of all individuals, family and national at large; as a consequence, it reduces man-power which is required in production. However, the prevalence rate of HIV/AIDS in Tabora Municipal is 3.8%. Therefore, the Department of Community Development continues with its efforts in providing education to the community on HIV/AIDS to different age groups. In this regard, we carry on the following activities: Sensitization meeting were held in 176 streets/village, HIV/AIDs education was provided to 12 secondary schools and 8 HIV/AIDs clubs were capacitated, training was provided to people living with HIV to 12 groups, 29 WMACs were updated in all wards and 176 VMACs in 2020/2026 However, Tabora Municipal is facing the following challenges: insufficient budget to implement HIV/AIDS intervention

2.2.6 Primary Education

Primary Education department has a role of providing high quality education, increase access and equity from Pre-Primary up to Primary level in the Municipal The department works as a team, to ensure high quality performance is achieved. The specific roles of Primary Education Department are:

- To conduct enrolment of all units in Tabora Municipal each academic year.
- To Monitor and Evaluate Education syllabus in collaboration with Education Quality Assurance Department;
- To improve performance rate.
- To Coordinate National Examination, Mock Examination and other internal Examinations within the wards and schools.
- To conduct Adult Education activities.
- To conduct Special Needs programs. To conduct Seminars and workshops to teachers.
- To collect, process, analyze and utilize data all primary education sector.
- To disburse and monitor financial activities in the department.
- To supervise construction of infrastructure in primary schools.
- To coordinate and supervise PEDP implementation in the council.
- To manage and prepare education department plans and budget.
- To conduct and supervise cultural, sports and games in schools like prepare Municipal teams from schools by using our government and private primary schools, also visit all halls entertainment halls in Tabora Municipal council and make sure that are meet National Art rules and regulation, give seminars to singers, actors, drawings artist, traditional dancers and writers.

- To teach traditional dances at our schools National Anthem, National Flag, traditional drama and Kiswahili which is our National Language
- To prevent and manage emergencies and disasters in schools.
- To manage cross cutting issues concerning to education perspective.
- To mobilize community in participating in the construction of school buildings including classes and teachers houses through Schools Committees.

Tabora Municipal council has 18 wards with 73 Government Primary Schools and Pre - Primary Classes are located in each school. There are 10 Private Primary schools with 10 Pre – Primary school and Baby Classes. The Council also has 7 Special Education Units, 10 Schools with Complementary Basic Education (COBET) centres, 12 Integrated Community Basic Adult Education (ICBAE) groups, 22 Secondary Schools with Open and Distance Learning (ODL) centres and two Vocational Schools.

For smooth operationalization of primary education functions, the department is divided into three Units, namely; Primary Education Administration, Adult Education and Cultural section. Primary Education Administration: this unit has two sub-units namely Statistics and Logistics and Academic sub-unit. The Statistics and Logistics Sub-Units deal with data collection, including; number of pupils, teachers, furniture and buildings; monitoring of financial activities, construction of school infrastructure; and examination supervision and security. On the other hand, the academic unit is mainly accountable for academic issues in schools including; academic performance, examinations supervision, teachers performance and allocation, and in service training. Adult education unit: this unit is concerned with Special Need Education, COBET, ICBAE, ODL, and vocational school programs. It also deals with school environmental issues, health care for students. Cultural sports and games unit: This unit has the role of conducting and supervising cultural activities, sports and games in schools and to other groups in the Municipal.

Tabora Municipal Council has a total of 71 Pre – Primary Schools/classes and 73 Primary Schools where by 2 primary school has no pre-primary school classes. There are 5,441 pupils in pre – primary schools, while in the Primary schools there are 52,370 pupils. In the year 2026, the Municipal council has a total number of 939 school teachers which is less than the required number of 1,491 teachers, (Special Education teachers not included). This shows that there is the shortage of 552 qualified Primary school teachers. Table below shows the demand, available and shortage of teachers in Pre- primary and primary schools. School Infrastructure and Furniture: The department is facing shortage of infrastructure and furniture to pre -primary and primary school such as classrooms, teachers' houses, pit latrines, tables, and chairs to teachers. The provision of pre – primary education directed each school should have pre –primary classes. Pre – primary use all facilities of primary schools, this cause rapidly shortage of infrastructures and furniture in primary schools. Pit Latrine ratio to boys is 1:88 instead of 1:25 Pit Latrine ratio to girls 1:80 instead of 1:20 and Pupils Classroom ratio is 1: 208 instead of 1:40.

Table No. 2 Pre-Primary Registration

YEAR	PROJECTION			REGISTERED			%
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	
2015	1,861	3,600	5,461	4,376	4,237	8,613	157.72
2016	3324	3600	6924	5676	5364	11040	159.45
2017	3177	3390	6567	4807	4754	9561	145.59
2018	2987	3108	6095	4351	4473	8824	144.77
2019	3093	3272	6365	4130	4363	8493	133.43
2020	3245	3318	6563	4130	4363	8493	133.43
2021	3099	3146	6245	4126	3982	8108	129.83

Table No. 3 Standard One Registration

YEAR	PROJECTION			REGISTERED			%
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	
2016	2267	2391	4658	2517	2661	5178	111.16
2017	2317	2564	4881	3399	3529	6928	141.94
2018	2228	2445	4673	2896	3085	5981	128
2019	2395	2594	4989	3010	3240	6250	125.28
2020	2354	2439	4793	2976	3021	5997	125.12
2020	2682	2688	5370	2976	3021	5997	125.42
2026	2312	2439	4751	3135	3046	6181	130.10

Table 4: Summary of Standard VII Examination results from 2015 to 2020

YEAR	PROJECTION			REGISTERED			%	POSITION	
	M	F	TOTAL	BOYS	GIRLS	TOTAL		RIGION WISE	NATIONAL WISE
2015	1975	2257	4232	1242	1222	2464	58.22	4	
2016	2088	2342	4430	1567	1671	3238	73.09	4	
2017	2334	2478	4812	1794	1886	3680	76.46	3	
2018	2612	2675	5287	2045	2073	4118	77.69	4	
2019	2626	2940	5566	2116	2291	4407	79.18	3	
2020	2791	2934	5725	2269	2401	4670	81.57	2	

Table 5: Number of School Toilets by Ward

S/N	Ward	Required			Available			Deficit		
		B	G	T	B	G	T	B	G	T
1	CHEMCHEM	30	39	69	8	8	16	22	31	53
2	CHEYO	70	80	150	44	44	88	26	36	62
3	GONGONI	32	37	69	12	17	29	20	20	40
4	IFUCHA	17	22	39	7	8	15	10	14	24
5	IKOMWA	34	44	78	15	20	35	19	24	43
6	IPULI	40	47	87	8	8	16	32	39	71
7	ISEVYA	55	65	120	8	8	16	47	57	104
8	ITETEMIA	34	37	71	12	16	28	22	21	43
9	ITONJANDA	18	24	42	10	14	24	8	10	18
10	KABILA	25	33	58	10	10	20	15	23	38
11	KAKOLA	20	29	49	10	13	23	10	16	26
12	KALUNDE	65	70	135	20	21	41	45	49	94
13	KANYENYE	63	77	140	35	40	75	28	37	65
14	KIDONGO CHEKUNDU	42	50	92	8	8	16	34	42	76
15	KILOLENI	25	34	59	10	15	25	15	19	34
16	KITETE	60	69	129	20	20	40	40	49	89
17	MALOLO	20	24	44	3	3	6	17	21	38
18	MAPAMBANO	21	27	48	3	6	9	18	21	39
19	MBUGANI	54	64	118	7	7	14	47	57	104
20	MISHA	35	45	80	20	20	40	15	25	40
21	MPELA	50	58	108	12	12	24	38	46	84
22	MTENDENI	75	80	155	10	10	20	65	70	135
23	MWINYI	40	44	84	14	14	28	26	30	56
24	NDEVELWA	52	56	108	22	22	44	30	34	64
25	NG'AMBO	45	53	98	7	7	14	38	46	84
26	NTALIKWA	15	24	39	10	10	20	5	14	19
27	TAMBUKARE LI	44	48	92	10	10	20	34	38	72
28	TUMBI	40	49	89	22	28	50	18	21	39
29	UYUI	32	44	76	12	17	29	20	27	47
Total		1153	1373	2526	389	436	825	764	937	1701

Source: Tabora Municipal Council Primary Education Department, 2021

The ratio between the pupils and desks is 1:3 which is the required ratio of the National standard therefore we have no deficit of desks in Tabora Municipal Council and we need to Maintain it in the next five years. The serious problem here is the number of classrooms to put the available desks and we need to solve it in the next five years. We have deficit of 613 tables, 619 chairs, 153 cupboards and 153 shelves for teachers.

Special Need Education focuses on Society willingness to meet the learning needs of all its members in their locality. In the year 2026 special need education was implemented in seven locations with a total of 378 students (boys 196 and girls 182). Those locations are Furaha, Tabora viziwi, Mwenge, Ipuli and Town school Primary schools. The required teachers are 48 while there are only 46 teachers. The Special need education unit also conducts integrated schools and Inclusive Schools. These are schools which have registered Special Need students as well as normal students in the school but do not have special Needs Education Teacher who deals with them. The disabled students are monitored by the special needs Education officer and others to address their needs. The council have friendly infrastructure in all 7 schools.

Table 6: Number of School Infrastructure

Type	Required	Available	Deficit
Classrooms	1282	656	626
Teachers' House	939	103	836
Head Teachers' Office	73	73	0
Teachers' Office	146	136	10
Teachers' Latrines	2605	822	1783
Students' Latrines	2522	825	1701
Counselling Room	73	2	71
Libraries	73	3	71
Kitchen	5	2	3
Entertainments halls	73	4	69
Drums	160	--	160
Materials use for traditional dancing.	250	--	250
Dining Halls	5	2	3
Stores	73	55	28
Water Tanks	78	8	70

Source: Tabora Municipal Council Primary Education Department, 2021

In Tabora Municipal council there are 300 Complimentary basic education training (COBET) registered in different groups. COBET program is being conducted in primary school's buildings after school hours. There are 10 primary schools conducting this program with 10 qualified teachers. After the program, students obtain qualifications to sit for Standard Four National Examination in the formal education system. The program experiences lack of fund for teachers' allowance, and teaching and learning materials. ICBAE groups conducted in 64 different centres in the Municipal perform different activities related to their skills and interest. Those groups also affected by lack of fund to conduct their activities. Problems which facing primary education sector include: shortage of classrooms, shortage of teacher's offices and houses, shortage of teachers and pupils latrines, shortage of libraries, lack of clean water and electricity Municipal to some schools, school Drums, playing pitch and balls, schools dining and kitchen, materials use for traditional dancers and shortage of cupboards, shelves, and conducive environment for special schools.

2.2.7 Secondary Education

The Secondary Education Department has the responsibility of overseeing the implementation of education policies and plans in the Municipal; it monitors and evaluates the education systems in schools to achieve educational required standards. The department is responsible for coordinating, supervising, and evaluating all academic issues within the Municipal for form one up to form six. It is also responsible to advice the Municipal Director about improving students' academic performance and quality education service delivery in general. Furthermore, it supervises income and expenditure of schools, co-ordinate and supervise construction of infrastructure in schools and to control teachers and students transfers and deployment.

In executing departmental functions, there are 7 working staff, where 4 are officers, 1 is secretaries and 2 are supporting staffs. The core function of secondary education is:

- To implement law, principles, and policy of Secondary education
- To advise Municipal Director about academic overview and performance of students and measures to improve them
- To supervise income and expenditure of Secondary schools
- To prepare and supervise the implementation of Secondary education development plan
- To ensure that there is conducive environment for teaching and learning
- To coordinate and evaluate the national examination for CSEE, FTNA and ACSEE by collaborating with regional and national level (NECTA).
- To control teachers and students transfers and deployment
- To control all teachers' professional development.
- To supervise and coordinate sports and games for students
- To collect, interpret, analyze, and evaluate Educational data from schools, ward, Region, and National and use them for the quality education service delivery in the Municipal.
- To supervise, co-ordinate and advise schools' Boards on proper utilization of school funds.
- To co-ordinate and supervise construction of infrastructure in Secondary schools in the Municipal.
- To co-ordinate, supervise and make follow up on teachers' promotion and teachers' debts.
- To prepare various seminars and workshops on how to collect and utilize data.
- To prepare and co-ordinate weekly, monthly, quarterly, and annual Educational reports

Tabora Municipal Council has a total of 34 secondary schools where 23 are public and 11 are non-government schools. Out of 23 public schools, 4 are boarding schools and 19 are day schools, 20 are co-mixed schools while 3 are single sex schools. One school is only advanced secondary schools for form five and six, 3 are both ordinary and advanced level schools.

(i) Students Enrolment

The total number of Students in the Council is 19,187 whereby 15,760 are from government secondary schools and 3,427 are from non-government schools. In public schools there are 7,806 boys and 7,954 girls while in non-government schools there are

2,155 boys and 1,272 girls. Table 2 shows the number of students' enrolment by form and sex for public and non-government schools.

The projection of number of students in 2022 is expected to be 17,260 for public schools, this is because we expect to enrol 5,743 form one students in 2022, and meanwhile 2,761 form four students (2026) are completing their studies.

Table 7: Number of student's enrolment in 2021

Ownership	Sex	Form I	Form II	Form III	Form IV	Form V	Form VI	Total
Government	Boys	1961	1763	1369	1265	756	692	7806
	Girls	2215	2055	1628	1496	296	264	7954
	Total	4176	3818	2997	2761	1052	956	15760
Private	Boys	329	322	370	338	473	303	2155
	Girls	243	273	292	304	109	51	1272
	Total	572	595	662	642	582	374	3427
Total	Boys	2290	2085	1739	1603	1229	1015	9961
	Girls	2458	2328	1920	1800	405	315	9226
	Total	4748	4413	3659	3403	1634	1330	19187

Source: Tabora Municipal Council, Secondary Education, March 2021

(ii) Number of Teachers

Tabora Municipal Council has 701 teachers, where 431 are male and 270 are female. There are 181 science teachers and 520 are for art subjects. However, there is a shortage of 155 teachers for science subjects and mathematics. Also, there are 42 teachers with masters where 30 are male and 12 are female, 425 with bachelor degree where 242 are male and 183 are female, and 234 with Diploma where 159 are male and 75 are female. Table 7a shows number of teachers by gender and qualification and table 7b shows the number of teachers required, available, and excess and shortage.

Table 8a: Number of teachers by gender and qualifications by 2021

Sex	Academic Qualification			Total
	Masters	Degree	Diploma	
Male	30	242	159	431
Female	12	183	75	270
Total	42	425	234	701

Source: Tabora Municipal Council, Secondary Education Department, 2021

Table 8b: Teachers required, available, shortage and excess by 2021

Subjects	Required	Available	Shortage	Excess
Science	336	181	155	-
Arts	520	520	0	-
Total	856	701	155	-

(iii) Schools Infrastructures

In Tabora Municipal Council, there are 414 classrooms, 90 Laboratories, 329 girls' toilets, 238 boys' toilets, 21818 students' chairs, 20505 students' tables, 85 teachers' houses, 21 dormitories, 9 School administration blocks, 75 teachers' toilets, 588 teachers' chairs, and 520 teachers' tables. Conferring to the number of students, number of teachers, and number of schools available, these infrastructures are inadequate. In 2022, the demand for infrastructures is expected to increase due to projection enrolment of form one students in 2022 to be 9,000.

Table 9: Number of infrastructures required, available, and shortage

Infrastructure	Required 2021	Projection Required in 2022	Available	Shortage	Projection shortage
Classroom	315	380	398	0	0
Laboratory	69	69	24	45	45
Students toilets (Girls)	398	448	223	165	225
Students toilets (Boys)	312	330	260	52	70
Students' chair	15760	15760	12681	3079	3079
Students' table	15760	15760	12798	2962	2962
Teachers house	701	701	86	615	615
Dormitories	46	46	42	4	0
Administration blocks	23	23	8	15	15
Teachers toilets	31	31	78	0	0
Teachers chair	701	701	444	257	257
Teachers' table	701	701	537	164	164

Source: Tabora Municipal Council, Secondary Education 2021

The ratio of existing infrastructure vary from one infrastructure and another, where by classroom ratio is 1:50 while required is 1:40, students toilets for girls is 1:36 while required 1:20 students toilets for boys is 1:30 while required 1:25, students' chairs 1:1.2 while required 1:1, students' table 1:1.2 required 1:1, teachers house 1:8 required is 1:1 teachers chair 1:1.5 required is 1:1 and teachers tables 1:1.3 while the required ration il:1. Generally, the situation indicates various critical issues affecting secondary education sector which include: inadequate furniture, inadequate latrines, inadequate of teachers' houses, inadequate number of science teachers, insufficient fund to run the department, low pass rate in form four and form six examinations, inadequate text books, inadequate dormitories, inadequate laboratories and lack of in-service training for teachers.

2.2.8 Health

Health department is one of thirteen Departments of Tabora Municipal council mainly responsible for provision of health and social welfare services to the community of Tabora district. Health services provided includes preventive and curative. Preventive

services are provided at facility and community levels. At facility level, the clients attending at the health facilities are provided with health education on particular issues i.e. Family planning, Malaria prevention, early detection of cervical and breast cancer etc. At community level, health education on behavioural change on different issues (Malaria, HIV, Non- communicable diseases, cleanliness, FP) is provided through the use of environmental health officers and community change agents CCAs). Curative services are provided at health facilities. The council has a total of 48 health facilities (4 hospitals, 5 health centres, and 36 Dispensaries and 3 clinics) and among these 24 are council owned (1 hospital, 2 health centres and 21 dispensaries). During the year 2020, a total of 82,777 OPD cases attended at the health facilities for different purposes. Among these 28,666 (35%) were children under five and this high number of cases was contributed mainly by

1. Upper Respiratory Infections 34.49%
2. Malaria BS+Ve, MRDT Ve & Clinical 25.24%
3. Urinary tract infection 8.16 %
4. Pneumonia Severe & Non Severe 5.44%
5. Diarrhoea with no Dehydration 5.42%
6. Ill Defined Symptoms (No diagnosis) 3.54%
7. Intestinal worms 3.51%
8. Skin infection Fungal 1.65%
9. Skin infection Non Fungal 1.54%
10. Diarrhoea with some Dehydration 1.36%

Medicine, medical equipment, medical and diagnostic supplies management system. This refers to the availability of medicine, medical equipment, medical and diagnostic supplies at the health facilities. Last year (2020), the council managed to supply her health facilities with medicine, medical equipment, medical and diagnostic supplies at a level of 85% which is below the target of 100% (national target). According to the guideline of establishing district hospital and in order to deliver quality services to community, the district hospital should be equipped with x- ray machine. Currently there is no x-ray machine at the hospital; this leads to lack of radiology services.

Infant mortality has remained problem to the community of Tabora Municipal Council. It has slightly decreased from 24/1000 to 9/1000 (2020). This may be due to infections, sepsis and so on. Though, The infant mortality. Under five mortality rate has slightly decreased from 14/1000 (2016) to 13/1000 (2020). Although, under-five mortality rate is below national target of 45/1000, more efforts are needed to reduce these deaths. These deaths are mainly caused by communicable diseases including Respiratory tract infections Malaria, diarrhoea, pneumonia and malnutrition. Maternal mortality is still a problem in the council with the rate of 116/100,000 (2020), this means that a total of 16 mothers died due to delivery complications. This may be due to inadequate medical supplies and equipment, low skills of personnel in providing emergency obstetric care and low community awareness on the risk factors which may lead to maternal deaths.

Non-communicable diseases have continued to threaten the health of the people of Tabora Municipal Council. These include hypertension (7.19%), injuries and fractures (3.6%), Cancer (0.8%), diabetes (6%) and mental illness (0.06%). These proportions are derived out of OPD attendances (2020). Communicable diseases refer to all diseases

which can be transmitted from person to person by direct contact with an effected individual or the individual's discharges or by indirect means (as by a vector). HIV, TB and Malaria are among the communicable diseases which causes morbidity and Mortality in Tabora Municipal council. According to the last year's HIMS data (2020) ,HIV prevalence rate was 4.8% which is below the national target of 5%, while TB cure rate was 88% compared to the national target of 90% and Malaria incidence rate was 8.9% which is higher than the national target of 7%

Human resource for health is very important in performing daily to daily activities in health sector. They play an essential role in achieving departmental objective. According to staffing level for ministry of health and social welfare health departments, health service facilities, health training institutions and agencies of 2014-2019 health department has 60% of human resource for health with the deficit of 40%. The table below shows the availability of staff in a health department. The cadre with inadequate number includes;

Table No. 10 Staff Establishment for Health Sector

Cadre	Number Needed	Availability	Dificity
Medical Officers	25	7	18
Assistant Medical Officers	40	9	31
Dental Officers	3	2	1
Assistant Dental Officers	3	0	3
Clinical Officer	24	21	4
Clinical Assistant	21	8	14
Dental Therapist	2	0	2
Nursing Officer	25	1	24
Assistant Nursing Officer	83	35	49
Nurse	138	65	77
Anaesthetic(Nurse)	3	1	2
Medical attendants	91	48	49
Lab scientists	2	0	2
Lab Technologist	5	4	1
Lab. Tech Assistants	27	10	18
Radiologist	1	0	1
Radiographer	4	0	4
Pharmacists	3	0	3
Pharm Technologists	3	1	2
Pharm Technologists Assistants	30	1	30
Env. Heath Officers	1	1	0

Assisant Env. Heath Officers	40	21	19
Env. Health Assistants	6	0	6
Biomedical Engineers	4	0	4
Biomedical Eng. Technician	2	0	2
Health Secretaries	3	2	1
Nutrition Officers	2	1	1
Social Welfare Officers/Assts	4	4	0
Launders	7	0	7
Data Clerck	23	5	18
Total	625	247	393

According to the national health policy and national five year development of 2016/17 – 2020/21 every ward should have a health centre and deliveries services to pregnant women should also be conducted at dispensary level in order to reduce maternal mortality, overcrowded at district and regional hospitals and long distance from one health facility to another. In Tabora Municipal Council only 5 wards have health centres out of 29 wards.

According to the national health policy the government introduced Community health fund in 2000 in order to increase the number of people accessing health services. In Tabora Municipal Council the enrolment of iCHF members is still low (5%) compared to the national target (30%). There are 48 government and private health facilities in the Municipal. According to the guidelines all these facilities are supposed to be visited by CHMT at least once in a quarter. The department has 1 vehicles used for supportive supervision activities to the health facilities and distribution of drugs, vaccines and supplies. But due to shortage of vehicles the CHMT do not manage to conduct all the planned visits according to schedule.

The Social Welfare section: deals with family welfares and child care, growth and development, home care, centres for orphans and vulnerable children, adoption and foster care, community based case, support and protection of orphans and vulnerable children in the streets, poor families, behavioural change and children rights as well as old (aged) people and people with disability rights among others. Violence is a daily reality for large numbers of children in Tabora.

Child Welfare Services: These cater for the abused or neglected children, orphans, and children whose parents are physically or mentally incapacitated. Help provided includes adoptive or foster homes, orphanages, day care, and so on. A total number of 384 children were abused in 2016 compared to 429 children in 2020. During the implementation of these intervention, the NGOs which are dealing with child protection including AICT/IDT . A total number of 15,680 most vulnerable children (MVCs) were identified and supported in collaboration with NGOs. The identified MVCs were supported in different programs like Kizazi Kipya Project which were formulated in collaboration with NGOs. Support provided included School fees, School uniform, iCHF

Enrolments Food Nutrition, Entrepreneurship skills and Life skills. In the year 2020, a total number of 51 street children identified, 19 Were reunified back to their families, and 32 admitted at dropping centre for rehabilitations and counselling purpose, waiting for reintegration. Concerning Family Welfare Services; a total of these 113 Couples provided with counselling services. In 2020, the council has identified 9475 old aged people who need exemptions for the medical care. A total number of 14,728 were provided with identity cards for free medical care. Also, the council has identified 633. Identified disabled people who need economic and social support. Again, the council has identified and supported 0 albinos.

The major constraints affecting health sector includes : shortage of Medicine, Medical equipments and diagnostic supplies in health facilities by 25%, high Maternal Mortality rate by 116/100,000, high Infant Mortality rate by 9/1000, high Under five Mortality rate by 13/1000, high HIV prevalence rate by 4.8%, low TB cure rate by 88%, high prevalence rate of Malaria of 8.9%, shortage of human resource for health in the council by 40%, high proportional of non-communicable diseases (hypertension, diabetes, oral conditions, Mental illness and injuries and fractures) out of OPD attendance by 3.6%, shortage of 16 health centres, 12 delivery units and 10 laboratory rooms, low enrolment of CHF members by 3%, shortage of 3 vehicles, lack of x-ray Machine at Tabora district hospital, reduced number of child marriages from 15 cases to 0 by June 2024, increased parenting skills to parents and other care givers from 08 ward to 18 wards by 2020, reduced number child abuse cases from 100 to 20 by June 2024, increased knowledge on life skills and reproductive health, child protection for CPTs, MVCCs, students and teachers from 10 wards to 18 wards by 2024, number of street children reduced from 1314 to 600 by June 2010, increased number of elderly people provided with identity card the medical care exemption from 5398 to 7490 by June 2020.

2.2.9 Finance and Trade

Finance and trade department comprises four sections namely revenue, expenditure, Final accounts and trade respectively. Revenue section deals with revenue collections from various council revenue sources, Expenditure section deals with processing payments to various payees, final accounts section prepares financial statements and trade section roles' are to conduct business formalization and issue business licenses. The Department has 6 Accountants 5 Accounts Assistants, and Trade officers 4 . The department needs 4 trade officers in order to fulfil its duties efficiently but the actual strength is 4 trade officers. In order to accomplish the department's functions properly, Finance and Trade department needs 4 motor vehicles for administration and revenue collection purposes, currently 1 motor vehicles are available making the deficit of 3 motor vehicles.

Own source revenue collected is guided by the By-laws approved by the council which govern the whole process of revenue collection. Taxpayer records in Tabora Municipal Council are maintained both manually and electronically. Tabora Municipal Council uses Local Government Revenue Collection Information System (LGRCIS) for own source revenue collection. This revenue collection information system has increased transparency and accountability since each transaction of revenue is accessed and monitored by third parties at (PO-RALG). This system of revenue collection simplifies collection by using Point of Sale machine (POS) whereby each POS at each point of

revenue collection centre is linked to the system. The LGRCIS is also integrated with NMB Bank, CRDB Bank and NBC Bank, where a customer is given a bill or invoice for the purpose of depositing revenues and after depositing revenues into council revenue bank account the transaction made is accessed in the LGRCIS.

Tabora Municipal council has 27 sources of own source revenues. Major own sources revenue counting to 75% of the total own source budget estimates are six namely; Service levy, business license, House Rent, Central Bus Stand Fees, Meat inspection fees, Other produce cess and market stalls/market dues. Own source revenue collections have been increasing from one accounting period to another since the year 2018/19 to 2020/21. During the financial year 2018/19, the sum of Tzs 3,728,185,943.00 revenue was collected against the budget of Tzs 4,245,005,187.00 equivalent to 88%. In the financial year 2019/20, own source revenue collection decreased from Tzs 3,728,185,943.00 to Tzs 3,166,761,743.00 equivalents to an decrease of 20%. and during the year 2020/21 own source revenue collection was Tzs 3,653,428,143.37 Were collected against the budget of Tzs 4,855,251,000.00 equivalent to 75%. The following table illustrates own source revenue collection performance for the past three years.

Table 11: Budget against actual revenue collected from 2016/2017 to 2020/2026

YEAR	BUDGET	ACTUAL REVENUE	%
2016/2017	3,665,760,647.68	2,401,477,277.87	66%
2017/2018	3,803,958,000.00	2,286,462,205.78	60%
2018/2019	4,245,005,187.00	3,728,185,943.00	88%
2019/2020	4,663,995,116.00	3,166,761,743.00	68%
2020/2026	4,855,251,000.00	3,653,428,143.37	75%

Table 12: Budget against Actual Expenditure from 2016/2017 to 2020/2026

YEAR	BUDGET	ACTUAL EXIPENDITURE	%
2016/2017	3,665,760,647.68	1,895,332,625.14	52%
2017/2018	3,803,958,000.00	1,790,324,991.29	47%
2018/2019	4,245,005,187.00	3,652,953,570.00	86%
2019/2020	4,663,995,116.00	3,154,351,593.46	68%
2020/2026	4,855,251,000.00	3,616,871,713.18	74%

Tabora Municipal council has been using MUSE Accounting system in making all payments, posting revenue collection and bank reconciliation. EPICOR accounting system is also integrated with Bank of Tanzania (BOT) whereby all payments are done through Tanzania Interbank Settlement System (TISS). TISS system assisted payees to be paid timely thus avoiding inconveniences of coming at the council headquarters to collect cheques.

Apart from the mentioned achievements, the finance and trade department is facing the following obstacles in performing its functions:

- Insufficient working tools and equipments especially motor vehicles to be used in revenue collection.
- Employees statutory claims not settled on time

- Capacity building not done to accountants and trade officers as per plan.
- Debilitated market infrastructures that cause clients to complain and reduce voluntary compliance on tax payment
- Presence of petty traders/ marching guys in unauthorized areas
- Unwillingness of Taxpayer to pay Taxes and Levies Voluntarily

2.2.10 Urban Planning, Land and Natural Resource

Urban Planning, Land and Natural Resource department comprises of 5 sections, these are urban planning section, land section, survey section, valuation section and natural resource section. Tabora Municipal Council is among of the urban centre in the Western Zone with estimated population of 298,780 people distributed in 55,719 households with average household size of 4.7 persons per household. The Municipal maintains the status of being the highest hub centre providing a variety of commercial and business services in the western Zone and thus it is the most dependable shopping centre by the entire population in Tabora Region.

The proportion of land covering the urban activities has been increasing steadily. For example, in 1992 land area of 86.8 km² was making the built up area in the Municipality. The coverage increased to 90km² land area (22% of Municipal land area) in 1994 whereas potential open developed land and agricultural lands (in rural settlements) villages was 272km² or 66% of total Municipal land area. Land use planning is a key aspect of development for urban growth in the country. The land needs in urban areas are dominated by the demand for building plots for residential, commercial, institutional or industrial purposes. In rural areas agriculture and other social and production activities are the major needs for land.

(ii) Land Use

The main land uses in the Municipal land area include residential by 8.3%, commercial by 0.61%, institutional by 10.16%, industrial 9.52%, open spaces and recreational 0.39 %, special areas by 13.19%, agricultural 47%, forestry 13% and open bushy land and villages. The demand for surveyed land plots has exceeded the supply as a population increasing in Tabora Municipal. By the end of 2015 the numbers of building plots surveyed were 18,647. However in 2020, the number of plot surveyed increased to 24,897. It is obvious that lack of surveyed plots in most cases create a problem of crowded environment and mushrooming of slums or shanty town at the end.

The land utilization in Tabora is dominated by two land use types i.e. Unplanned Settlement and Scattered Settlements. Both land use types collectively occupy as much as 13.3 % of the entire Municipal. Planned settlements are limited to just 8.0 % of the Municipal area. Both unplanned and scattered settlements are seen as development constraints due to the prevailing legal framework associated with such land use types i.e. “right of occupancy of the land” and “customary ownership of the land”. So far, it has been difficult to integrate and influence development of such land parcels as per original intent Master Plan or Detailed Plans. Land use of the parcels within the Planned settlements largely respects the original intent of the Town Planning Schemes but the difference in built environments of planned versus unplanned settlements is not significant. The key reason behind the same appears to be delayed infrastructure provision due to budgetary constraints and procedural matters.

Remaining 86.7% constitutes key land use types such as Industrial Zones, Institutional areas, Special areas, mixed uses, forest area and wetlands. Out of this, mixed uses (residential and agricultural) occupy largest share (47.16%).

Tabora Municipal, alike other urban centres in developing countries, is facing a number of development challenges especially the rapid urbanisation rates and unguided urban expansion. The demographic changes in Tabora Municipal have been leaving serious implications on the quality of life in the Municipal area apparently due to marked inability of the public sector to provide adequate services including provision of shelter. The inadequacy of shelter delivering systems to cater for the ever increasing urban population has led to extensive and continued proliferation of unplanned development. Unplanned development is taking place unabated because unplanned areas provide not only cheap houses but also plots for housing construction. Due to this most urban residents between 24% of the population are living in unplanned areas.

In 2015 the Municipal's urbanised area was covering a total land area of 10398.59 hectares of which 1332.78 hectares of land was occupied by unplanned settlements accounting 24% of the total residential area. Unplanned residential areas have been developing due to social and economic factors and are often easily available housing options to new residents. The limited capacity of the Government and Municipal Council to provide serviced land for development has led to increased individual efforts to develop land without the requisite infrastructure and services. In general unplanned settlements continue to emerge in the Municipal because of the following factors:

- Bureaucratic and cumbersome procedure for acquiring serviced land
- Lack of community awareness on planning and building standards
- Lack of Housing Finance
- High demand for accommodation resulting from population increase
- Simple and cheaper procedures for acquiring land in unplanned areas
- Lack of finance to support surveying of plots

As a result more than 24% of Municipal residents live in unplanned and serviced settlements necessitating unfavourable living conditions of communities. Poor accessibility, lack of storm water drainage inadequate provision of water and poor sanitation, etc. are common features in unplanned settlements. The residents in unplanned settlements depend on services provided in the adjacent planned areas.

Urban Planning and Land sections are facing the following problems:

- Problems Inefficient sustainable land use plans
- Absence of integrated land management information system
- Inadequate land compensation fund
- Land conflicts
- Absence of land bank
- Unplanned settlements and growing slums in urban centres
- Less transparent, inefficient and worse resourced land sector

Natural resource sector is a Section in the Department of Lands, Urban Planning and Natural Resources comprised of forestry, and tourism. The forestry sub sector plays an important role in maintaining ecological balance; protect soils from erosion and

conserves water and wildlife. Forests are sources of domestic energy and provide industrial raw materials. Forests also provide useful non-wood products mainly honey and bee wax.

Urbanization of Tabora Municipal Council is accompanied by rapid population growth. Social impact associated to this including changes of natural resources use and economic activity. Protection of natural resources is the most challenging problem facing management of urbanization process in Tabora Municipal Council. This is true as high urban population growth raised the need for the Council to have adequate planned, surveyed and serviced land for households and public uses which all these processes put more pressure on natural resources. In due cause, balancing urban development and management processes against natural resources protection guiding principles is important for sustainable development of the Municipal council.

Tabora Municipal Council has a total area of 14,413.78 hectares of forests which are conserved by Institutions and community by use of by laws. No area is gazetted as a forest reserve and not all are surveyed and mapped. The Municipal is also blended with a lot of young tree species almost everywhere particularly along the road sides, around households, institutions and in within or around farmlands.

(i) Tree Planting

Tree planting in Tabora Municipal Council is done using two main strategies that involve the Community in raising tree seedlings and distributing for planting.

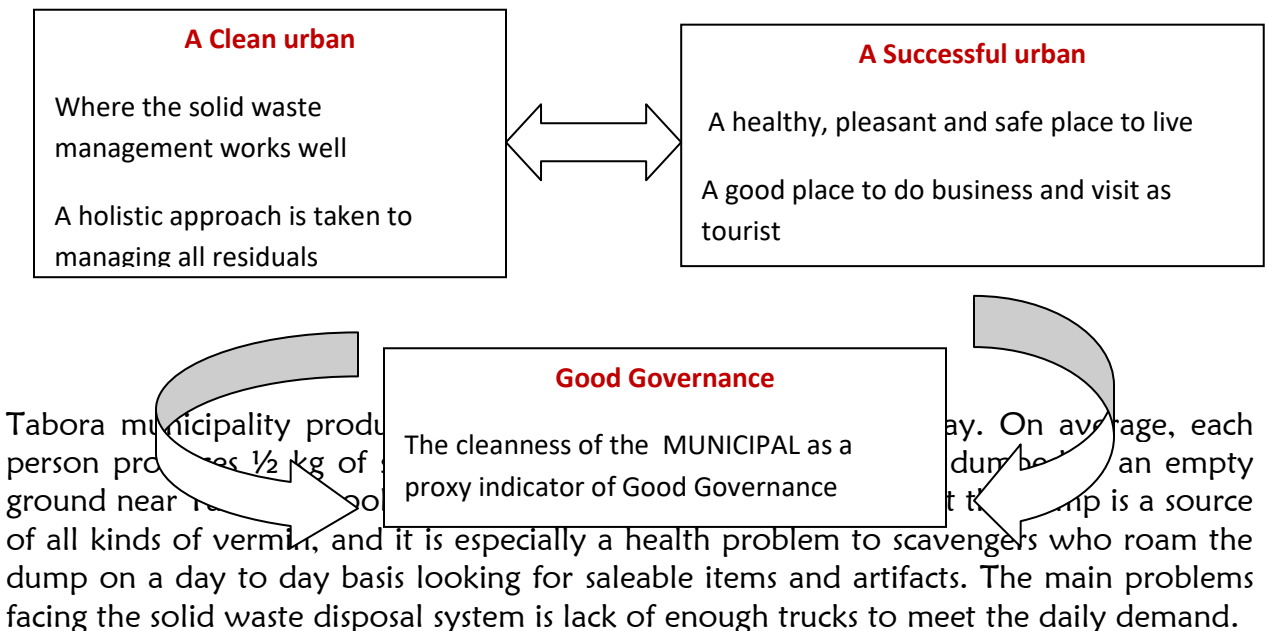
Planting and tending of trees is mainly done in private and individual lands, Institutions and on road sides. Road side tree planting is made on road reserve which is a public land. Individuals or institutions bordering the road reserve are asked to assist tend trees planted adjacent to them. This strategy has been very successful in such a way the survival rates are high, that ensuring flourishing of trees. On the other hand, rising of tree seedlings has always being done using two methods. One is raising tree seedlings at Municipal Tree Nursery which is run by Tabora Municipal Council. For a long time it hasn't been possible to raise tree seedlings due to unavailability of funds. However, private tree nurseries have been serving the purpose. They produce tree seedlings on commercial basis but technicians from Forestry Section help advice to dealers so that they can produce quality tree seedlings for sale but ultimately survival after planting. During the review period, that is between 2015/2016 and 2020/2021 a total of 5,858,453 trees were planted in different places. A number of problems affect forest sector that include: inadequate institutional capacity in forestry, inadequate compliance to National Legislations and bylaws, inadequate incentives for tree planting and forest protection and management, lack of funds to implement various activities such as demarcation of woodland areas, preparation of Management Plans for woodlands and others and low knowledge of community to implement environmentally related activities.

2.2.11 Solid Waste management and Environment

Solid waste management and Environment department was established in 2012. The department consists of two main sections which are Cleansing and Environment. Cleansing section is mandated to perform the following major functions:- Cleansing Administration, Street Cleansing, Cleansing operations, Liquid waste collection from Council owned service delivery facilities including schools, health facilities and bus terminal. Solid waste collection, disposal and treatment. Safe disposal of unclaimed dead

bodies from Health centre and Council hospitals. The major core function is solid waste management which involves street cleaning, removal of silt from paved roads, cleaning of storm water drainage, grass cutting, solid waste collection, storage and transportation. Environment section is mandated to perform the following functions Environments Administration, Environment Operations, Enforcement of EMA Act. No. 20 of 2004 and subsequent regulations, Municipal Cleansing and Environment conservation by-laws. Environment management involves the protection, conservation and sustainable use of various elements or components of the environment.

The department has two (2) staff which comprised of 2 Environment Management Officers. The department has shortage of 195 staff (18 at Ward level and 177 at Mitaa level) as per EMA Act. No. 20 of 2004. The section 39 of EMA Act. 2004 requires each LGA to designate for each administrative area of a Township, Ward, Village, Mtaa and Kitongoji. Since the year 2000, Tabora Municipal Council prioritized Municipal cleanness and improved solid waste management service delivery as proxy indicator of good governance.



Currently the Council has a capacity to collect only 82.3 of the total solid waste generated per day. The biggest problem for solid waste management in Tabora is that, although the generators in households level removes waste from their immediate surroundings, a lot of it accumulates at transfer stations, on common grounds, along natural drainage channels and along the streets with little coordinated remedial action. In high density areas the problem is influenced by insufficient land to dig pits for solid waste, and no open spaces available for draining liquid wastes as a result wastes are being dumped along natural or artificial drains which erode civic morals, and have other aesthetically offensive outcome. All these cause pollution (smell, surface and ground water pollution for example), and health problems

The existing sewerage services covers about 2% of sewerage disposal facilities. The sewerage system mainly serves educational institutions and several commercial buildings

in Gongoni, part of Malolo, Kanyenye and Chemchem Wards. Total liquid waste produced per day is 32,832m³.

Out of here only 2% of wastes have access to the main sewer and about 98% of the total households are served by on site sanitation facilities such as septic tanks and pit latrines. Other liquid waste is handled by cesspit emptier. The municipality has one such facility, and it charges Ths. 40,000 per trip for individuals and 50,000 per trip for institutions and hotels.

During heavy rains some parts in the municipality become flooded and as a result sanitary facilities such as pit latrines constructed in low lying areas become damaged and/or overflow leading to environmental pollution and contamination of water sources by human excreta. This has a negative impact because such a situation is a threat to the health of the residents. Water pollution is likely to aggravate out-break and subsequently spreading of diseases such as typhoid, cholera, diarrhea and dysentery. Overflowing of pits during rainy season is common in several areas including Chemchem, Tambukareli, Mbugani, Malolo, Kariakoo and Lwanzari.

The department vision is to have a proper waste management system for municipal waste entailing the following; 90% collection coverage, optimization of transfer and transport systems from existing 20 collection points, 85 % of the waste being processed on a properly engineered and operated landfill site and 20% of generated waste diverted for material recovery, reuse and composting. Solid Waste Management problems are:

- Lack of secondary and primary sewer lines to accommodate more customers, the existing sewerage system needs to be expanded;
- Poorly maintained sewerage system and treatment plants;
- Lack of cesspit empties; and
- Lack of equipments, operation and maintenance procedures.
- Some CBO's and Private companies lack capital and adequate equipment to delivery satisfactory cleansing services to its customers (Capability problem).
- Some basic infrastructure for Sanitary landfill not yet developed and these include; a wall fence and leachate

2.2.12 Works

Works Department is one of the Municipal Council functional departments operate through three sections, buildings, mechanical and garden and parks. It operates under the Municipal Engineer as the head of department and sections. In line with Council's objectives for improving people's living standards and eradicating poverty through ensuring effective and efficient service delivery, works department has been assigned the responsibilities of: providing adequate maintenance to council vehicles, plants and equipment's; supervision of Construction and Maintenance of council/government owned buildings within the Municipal; coordinating and controlling construction of private buildings within the Municipal according to building regulations and standards (cap 101); development and maintenance of recreational facilities.

The main objective of the works department is to insure effective and efficient performance in delivering services of required quality and quantity that meets the needs of Tabora Municipal residents to the level of their satisfaction. Specific Objectives:

- Preparation of plans, budgets and programs of implementation of Council buildings for construction, maintenance and rehabilitation.
- Scrutinize, issue building permits and supervision of private buildings construction.
- Liaise with other departments where necessary for achievement of the proposed plans.
- Take legal actions where the guiding laws and by laws are contravened especially in Private building Construction.
- Provision of general service, minor repairs and major repairs of vehicles, plants and equipment.
- Develop and maintain the recreational of parks and gardens and give technical advice to partners who operate to the Council's parks and gardens.

2.2.13 Beekeeping

To date 14,791.75Ha of Tabora Municipal area is covered with miombo woodland forest, the situation has enabled communities living along to engage in beekeeping activities for their livelihoods. Production of honey and beekeeping in general has been one of the prolific economic activities that is increasing attracting communities including youth and women in particular to fully take charge of. The Municipal Council then plays important role in ensuring the sector is well maintained and that communities feel the impact of it. Some of the function of the Beekeeping unit includes: (i) ensure sustainable conservation of bees and its associated resources, (ii) ensure all policy, acts, regulations and by-laws towards bees and beekeeping resources conservation and production are implemented, (iii) ensure the beekeeping value chain is well functioning, (iv) train the community on Sustainable environmental conservation skills, (v) make emphasize on conservation of beekeeping areas, (vi) train beekeepers/community on the appropriate beekeeping practices and techniques for their livelihood improvement, (vii) collaborate with other stakeholders to ensure availability of bee products market, (viii) collect data on beekeeping, wildlife and Forestry and (ix) advise the council on all matters concerning beekeeping development as a crosscutting sector economically, environmentally and socially.

In a massive intervention of the subsector, the Council has enabled steady growth of beekeeping recording 33 beekeeping groups with 616 individual beekeepers possessing a total of 8,210 traditional and 3,360 modern bee hives of stinging bees and 51 beehives of non- stinging bee colonies being sited on more than 30 apiaries. Also, there are 3 plants dealing with beekeeping products located at Cheyo and Kiloleni wards dealing with processing, packaging and selling of honey and beeswax at local and international market. Furthermore, a total of 352 grams of bee venom (valued at Tsh. 7,040,000/-) has been harvested and sold out in the year of 2026. The council has well recorded 18 Processing groups with an average of 5 members being processing bee products at various levels. Again, a total of 14 bee products dealers has been realized trading averagely 96,000Kgs (Tsh. 288,000,000/-) and 70,100Kgs (701,000,000/-) of honey and beeswax respectively yearly within the municipal area.

Production and Productivity

As of now, The Municipal's current production is averagely 89,221.25Kgs that fetch Tshs. 267,663,750/- and 5,434.18Kgs of beeswax fetching Tshs. 54,341,750/- per year. However, recently bee venom has being introduced for harvesting by beekeepers just to diversify bee products for improved livelihoods as on 2026, 352grams worthing Tsh. 7,040,000 has been harvested and traded.

Challenges:-

- a. Low rate attitude of changing from traditional technology to modern technology
- b. Poor linkage between Financial institutions and beekeepers;
- c. Interference of beekeepers area
- d. Insufficient number of extension staff,
- e. Insufficient or small budget for beekeeping activities
- f. Lack of market facilities such as collection centers
- g. Lack of effective market linkages among stakeholders'
- h. Low rate of bee products diversification
- i. Low rate of bee products value addition,

2.2.14 Legal and Security

Legal and Security is one among the units in Tabora Municipal Council. The Unit has Twenty Six (26) permanent employees among them Seven (7) are lawyers by profession and Nineteen (19) are Auxiliary Police Officers who are permanently employed by the Council to perform various activities as per the Auxiliary Police regulations. Apart from having these permanent employees, Legal and Security Unit has Fifty Five (55) Militias (Mgambo) who have been employed on contract bases for the purpose of strengthening the provision of security service to the Council. The following are the main fundamental functions and duties of Legal and Security Unit:

- Handling all litigation matters for all offences created under the enforceable laws and by-laws.
- Making civil claims to all stakeholders responsible for payment of fees and charges to the council (responsible in pursuing, hearing and prosecution for Council's cases).
- To make follow up, prosecute and representing the Council on cases opened against it in any court of Law.
- Handling summons files, report and charge papers for registration of litigation cases in Court.
- Giving accurate advice and legal service to the involved departments so that actions taken are in compliance to the existing laws and regulation.
- To prepare and filing all necessary court's documents relating to cases against the Council.
- Drafting notices, warrants and relevant orders that relate to enforcement tasks.
- To maintain peace and security by insuring the compliance of the Municipal by-laws and other statutory laws and to take legal actions for those who contravene the laws.
- Drafting, amending, reviewing and re-interpreting all laws and orders applied and enforced by the Council and drafting new by-laws/orders as well as amendments.

- Giving awareness to the public to respect the laws and regulations applied by the Council by means of advisory service or education.
- To supervise and monitoring Ward Tribunals.
- Provide security to the Council's properties.

One of the main function of the Legal and Security Unit is to handle all litigation matters including Civil and Criminal by insuring the Council is well represented in Court and that there is close monitoring of the cases with the aim of insuring the said cases are determined in favor of the Council. The Legal and Security Unit is supervising 86 Civil Cases opened in different Courts against the Council, 85% of the cases being originated from land matters and 15% being claims for compensation for the breach of Contract. The unit has also managed to reduce number of civil cases from 122 on 2015/2016 to 86 by 2016/2017. The unit has also been prosecuting average of 170 criminal cases each quarter against the levy payers' defaulters in the year 2016/2017. This has been used as an alternative method of collecting revenue and it has helped the Council to collect more than Tshs.400 millions in the 2016/2017 financial year. Apart from that, the Unit has been prosecuting cases related to non-compliance of the Municipal by-laws especially those who have failed to comply with the Environmental Cleaning and Health by-laws. In the Financial year 2016/2017 a total of 56 Criminal cases were prosecuted against the offenders and Tshs.14, 0000, 000/= was collected as fine.

Ward Tribunals are the product of the Ward Tribunal Act Cap 206 R:E 2002. The purpose of its establishment is to resolve disputes at the ward level. The council has 18 Ward Tribunals comprising of 102 members with approximation of 6 members for each tribunal together with one secretary appointed from among the lower level council staffs. Legal and security Unit is responsible for the supervision of the day to day activities of the Ward Tribunals. The Unit has been conducting several seminars on the administration of justice and laws governing Ward Tribunals including powers conferred to them by statutes. Nevertheless, the Council has been providing them stationeries including ream paper, Counter books, Pens, Staple machines,

Giving accurate legal advice and guidance is a core function of the Legal and Security Unit in Tabora Municipal Council. During the Council's day to day operations, there are a lot of Legal issues which require qualified advice from Lawyers and Legal practitioners. On giving Legal advice to the Council, its departments and employee on matters of law and legal protection, the legal and security unit has managed to give legal advice for the 18 departments in the council. For the year 2016/2017 the unit has managed to conduct vetting on 19 Contracts for various activities and give its recommendation over the same. Nevertheless, the Unit has also advised the Council to settle 4 cases out of Court so as to avoid unnecessary costs which might be awarded by the court however, the same can be avoided.

Legal and Security Unit is responsible for drafting and also determine the compliance of submitted documents from stakeholders which further ensure the preparation of Council's legal document do not contradict or infringe existing legislations and the same are prepared in conformity to the Council's interest. In this, the Unit has been preparing and drafting Court documents such as Complaint, Applications (Chamber summons and Affidavits), Written Statement of Defence, Settlement deeds and many others for all 86

civil cases which are still pending in Court. Apart from that, the Unit also prepares and draft Charge Sheet for the 170 Criminal cases filed in Court against Municipal by-laws defaulters quarterly.

Legal and Security Unit is responsible in initiating the process of enacting new by-laws, reviewing the existing by-laws and also repealing them. In the year 2017/2018, 11 new by-laws were enacted which repealed some of the old by-laws. The intention of amending and repealing some of the by-laws was to meet socio economic changes and also changes in the national policy. As Laws are dynamic, the Unit will continue to initiate process of enacting or amending Council by-laws wherever necessary so as to accommodate socio-economic changes occurring in the society.

The aim of having 19 Auxiliary Police and 55 Militias (Mgambo) in Legal and Security Unit is to strengthen the provision of security service to the Municipal Council's properties. These security staffs are providing security to 26 service stations owned and Controlled by the Council. Nevertheless, these security Staffs have been acting as Municipal law enforcers by arresting Municipal by-law defaulters and prosecute their cases in the Court. For the year 2016/2017, Fifty (50) People were arrested for non-compliance to Municipal by-laws and Fifty Six (56) cases were filed and prosecuted.

In performing its duties, Legal and Security Unit has encountered the following challenges:-

- Availability of many civil cases originating from the council's failure to fulfil its legal obligations such as contractors/suppliers claims and claims for compensation on land matters.
- Lack of knowledge to the Ward Tribunal members on the existing laws especially those which are enforceable by Ward Tribunals.
- Malpractice of some of the Ward Tribunal members.
- Unavailability of national wide regulation/guidelines in implementation of ward tribunal activities.
- Unavailability of Tribunal Secretaries within the council organization structure.
- Unwillingness of the general public to abide with the Municipal Council by-laws and other statutory laws.
- Shortage of staff specifically Auxiliary Police Officers.
- Shortage of working gears and tools such as transport, Clothing and other security equipments including Flashlights, Radio Calls, Belt, Guns, Bullets, etc.
- Lack of awareness to some people on the existence of the Municipal Council By-laws which has resulted to poor compliance of the same.
- Poor response by the stakeholders in airing out their views towards the process of enacting new by-laws.
- Inadequate opportunity of training to the staff.

2.2.15 Election Section

This Unit is an independent in the Tabora Municipal Councils' structure since 2012. The Unit deals with matters concerning with general and local government elections, It is also responsible for the efficient and timely preparation, maintenance and publication of the register of voter, and ancillary functions under the electoral laws, regulations and rules

currently in force in Tanzania. In general, the Unit acts as chief advisor to the council's Director on matters connected with elections.

The administrative functions of it cover two divisions namely Tabora South with 15 wards and Tabora North with 14 wards. The wards found at Tabora South include Itonjanda, Uyui, Kakola, Kabila, Ikomwa, Misha, Kalunde, Tumbi, Gongoni, T/Reli, Kiloleni, Mapambano, Isevy, Ipuli and Mbugani, while the wards found at Tabora North are Ndevelwa, Ifucha, Itetemia, Ng'ambo, Kidongo Chekundu, Mwinyi, Malolo, Chemchem, Kanyenye, Kitete, Ntalikwa Mpela and Cheyo.

In 2019 the Unit organized and conducted a Local government election followed by the general election in 2020. The local government election involved 134 Street Chairperson Positions, 41 Village Chairperson positions and 156 Hamlet Chairpersons. Other positions vied in 2019 election were 588 women special seats and 860 positions from integrated members for men and women. The political parties participated at election included Chama Cha Mapinduzi (CCM), ACT - Wazalendo, NCCR - MAGEUZI, the Civic United Front (CUF), Chama cha Demokrasia na Maendeleo (CHADEMA the United Democratic Party (UDP) and Democratic Party. Democratic Party (DP) won 1 women special seat and all the remaining positions were taken by CCM.

The general of 2020 involved 10 nominees from political parties contesting for the position of Member of Parliament and 101 nominees racing for the position Ward Councillor. Political parties took part during the election consisted of CCM, CHADEMA, CUF, NCCR MAGEUZI, CHAUMA, UDP, SAU ACT- WAZALENDO, ADA-TADEA AND NLD. The position of Member of Parliament representing Tabora Urban Constituency was taken by CCM, and 28 positions for Ward Councillor won by CCM and 1 position of it was taken by CHADEMA. Eligible voters registered to vote were 181,757, and 46,239 went out to vote and 135,518 did not vote which is equal to 66% of those voted.

Achievements

The following are the Unit achievement:-

- Local Government Election in 2019 successfully completed
- Holding General Election of 2020 successfully

Challenges facing the unit

The Unit has faced the following challenges:-

- Low level of civic education among the community
- Deaths of Village and Mitaa Leaders
- Lack of fund to finance local government by-elections
- Inadequate store for keeping election materials

2.2.16 Information Communication Technology and Public relation

The Information Technology Communication and Public Relation section is important for the Council and Community development as it provides access to relevant information and knowledge which improves efficiency and productivity; enhances social services delivery; increases transparency and accountability to the community. Currently there are

four (4) staffs, where as two (2) staffs are Information Officers and two (2) staffs are ICT Officers out of 8 ICT Staffs who are required hence having a shortage of Six (6) ICT staffs.

Core functions of Communication and Public Relations Section

The unit is responsible for coordinating Council's events and awareness programs through communication tools such as exhibitions, Radios/Newspapers advertisements, Special Supplements, Social media, features, article publications and radio programs

Currently there are about Twenty five (25) Information technology application systems in the Council that the ICT Unit supervises as shown below (Table 12);

Table 12: Status of Information Technology Application System in the Council

SN	Application name	Purpose of the application
1	Mfumo wa Ulipaji Serikalini (MUSE)	MUSE is a Government payment system integrated with Local Government Revenue Collection Information System (LGRCIS) and Planning and reporting System (PLANREP)
2	Local Government Revenue Collection Information System (LGRCIS)	LGRCIS is a system used for revenue collection that maintains taxpayer information and records, creates invoices to taxpayers for various revenue sources. The system is integrated with The Government Payment Gateway (GEPG) system for billing.
3	Human Capital Management Information System (New HCMIS)	The system is specifically for Employees management - Maintains employees information such as personal details, employment details, Salaries and loan's deduction
4	Basic Education Management Information System (BEMIS)	It is a system for schools census(Primary and Secondary schools
5	Facility Financial Accounting and Reporting System (FFARS)	Maintaining financial statements and keeping records of expenditure in health facilities, primary and secondary schools
6	Government Salary Payment Portal (GSPP)	Salary Payment Information System
7	Planning and reporting System (PLANREP)	System for preparing Budget Estimates -complete targets, tasks, requirements as well as funds required in carrying out the various activities of the Council and reporting
8	Primary Records Management (PreM and PreMs)	Keeping of primary record for primary school (PreM) and Secondary School (PreMs) students registration, transfer of students from one school to another, The system is integrated with School Information system

9	Program of Social and Safety Net Management Information System (PSSN MIS)	TASAF Project Management System used to manage TASAF Fund beneficiaries records including residential physical locations, payment records, complaints from beneficiaries and other reports
10	Improved Community Health Fund Insurance Management Information System (iCHF- IMIS)	It is an improved system of health care contribution. This system allows a patient who has contributed to treatment at any health care facility in the registered council.
11	SELFORM MIS	The Selfform MIS is a system that oversees the entire student selection process and allocation to schools according to agreed criteria.
12	Government Mailing System (GMS)	The Government Email Communication System used to send government information for the purpose of ensuring information security and preventing information from reaching the unauthorized
13	Electronic Travel Permit System (e-Vibali).	The system is used to register applicants and applicants submit information and documents including a letter of invitation, permission from the employer as well as a passport number to apply for travel permit to a foreign country
14	Tanzania National e-Procurement System (TANePS)	An online procurement system that enables various stages of procurement to take place from the preparation of the procurement plan to the management of contracts.
15	The Government Hospital Management Information System (GoT-HoMIS)	It is a management system used in Hospitals, Health centres and Dispensaries, the system keeps Patient Records, medication history, Drug records and financial reports.
16	TANZANIA Output Monitoring System for HIV and AIDS (TOMSHA)	Reporting system for non-health interventions
17	Help desk	Is a system for help desk support (reporting problems associated with PO-RALG system for support)
18	Comprehensive ministry of land information system (MOLIS)	Used for land tax payments
19	MadeniMIS	Addressing staff claims under Education departments

20	School Information System (SIS)	Attendance of students, teachers and other staffs
21	DHIS2	Data base for Health data collection
22	Community Based Microfinance Group (CMG)	Is a system for Registration of community Microfinance Group
23	Project Management Information system (PMIS)	The system is used for managing Government Projects Implementation
24	Multi-Sectoral Nutrition Information System (MNIS)	The system is used for nutritional data gathering and surveys
25	Government Asset Management Information System (GAMIS)	The system is used for managing Government assets

2.2.17 Internal Audit

One of the expectations of Tabora Municipal Council on Internal Audit unit is for the Municipal Internal Auditor to provide an annual over view assurance report on the state of a departmental Risk management control and governance processes. Core functions of the unit include: to prepare an annual work plan for internal audit unit, and sent the copy to office of controller and Auditor General (CAG), Internal Auditor General (IAG) and Regional commissioner; prepare Audit programme before conduct audit or Investigation, appraise the soundness and application of Accounting, financial and operational control, to keep Register of work done showing date of field work, date of final report and nature of responses received in respect of queries and indication of proposed follow up activity, to prepare Audit Report which is signed by chief Internal Auditor and submitted to the relevant authorities (Accounting officer, CAG, PPRA, Audit committee and RAS) and prepare and review auditing working papers.

Internal audit unit during auditing for MCC's it covers several areas which includes; Revenue Management, Audit of Procurement and contract Management, Audit of development Projects, Budget Management ,Financial transactions audit, Payroll audit, audit of lower level of the council and compliance audit. Professional Ethics under which Internal Auditor must work upon are as follows; Confidentiality, Integrity, Professional competency and due care, Professional behavior, and Independence.

Internal Audit Unit performed various Assurance Activities as from the annual plan and other from special assignments and consulting services, by imparting knowledge on various audit matters to employees of Tabora Municipal Council at Council level and Lower level. Apart from the Audit activities performed by the Internal Audit Unit during the year 2016/2017 the Council conducted various activities which involved the unit such

as verification of employees' claims and retired officers and cutinisation of employees with suspicious certificates.

Internal Audit unit produced different report such us; Quarterly audit report which produced four times for a year whereby a copy produced and sent to their respective authorities such as IAG, CAG and RAS offices. Annual Report produced once year and also a copy sent to their respectively Authorities, where by special audit Report produced as per different requirement from MCC's. Internal audit unit among their responsibilities is to make follow up on Controller and Auditor General (CAG's) recommendations where by the status of CAG's recommendations for three consecutive years shows his opinion as follows; In financial year 2013/2014 the council got Qualified opinion, on 2014/2015 got qualified opinion and in the financial year 2015/2016 got Unqualified opinion.

2.2.18 Procurement Management Section

Procurement is a process of acquiring goods, works and services. The procurement of goods, works and services has high value activity within the council that has a critical impact on its performance and success. It helps the council to manage contracts for development activities that are accountable, transparent and have a value for money. Procurement Management unit is among the 6 Units in Tabora Municipal Council in which its key roles is to provide services in good Quality and Quantity in the right time at the right place and base on value for money. Procurement Section has a total of 5 Staffs and has a deficit of 8 Staffs at lower level specifically at schools and health centres.

The core functions of the unit are to manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract, to support the functioning of the tender Board, Co-ordinate the procurement and disposal activities of all the departments of the procuring entity, act as a secretariat to the tender board Plan.

The challenges facing the unit are inadequate funds to implement procurement and disposal by tender activities, inflation and price fluctuation

2.3 The Analysis of External Environment

2.3.1 Tanzania Development Vision 2025

Tanzania is one of the countries striving with absolute poverty. The state has developed Development Vision known as Tanzania Development 2025 (TDV 2025). This vision aims at transforming the country into a middle-income country by 2025. The details in the vision indicate that, the transformation is expected to occur through a gradual industrialization of the currently agriculture-based economy. The achievement of the TDV 2025 relay very much on National development plans, strategies, supportive policies, plans at lower level of the government, and commitment of Tanzanians in their respective localities. This Tabora Municipal Council Strategic Plan 2026/22-2025/26 is therefore a useful instrument to achieve the TDV 2025. This calls for all Tabora

Municipal Stakeholders inside and outside Tabora Municipal to join hand to enable the effective implementation of the plan, which will ultimately result into realization of TDV 2025.

2.3.2 The Long Term Perspective Plan (LTPP, 2011/12-2025/26)

The Long Term Perspective Plan (LTPP, 2011/12-2025/26) 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 protect and improve the social sector gains, governance and key cross-cutting issues. This being the case Tabora Municipal Council plans 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 LTPP.

2.3.3 National Five Years Development Plan (2026/2022 -2025/2026)

The National five-year development plan 2026/22-2025/26 is the Third plan in the series of plans of the Tanzania Long Term Perspective Plan 2011/12-2025/26. The theme of this plan is "Nurturing Industrialization for Economic Transformation and Human Development". This transformation is expected to be realized through, among others, fostering economic growth, reducing economic vulnerability, enhancing forward and backward linkages between and within sectors, ensuring positive spill-over effects of skills development and technology innovation, creation of decent jobs and ensuring environmental sustainability.

This being the case Tabora Municipal Council through its strategic plan 2026/22-2025/26 is committed to working with various stakeholders to ensure that the current five-year development is realized effectively.

2. 3.4 Tanzania Mini - Tiger Plan

Mini-Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 7-7.5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating "Ponds" (SEZ) and attracting "Migrating Birds" (Investment especially FDI) - "Ponds and Birds" theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurs/venture spirit and weak manpower skills for developing modern industry. In order to overcome these problems and bottlenecks, "Ponds and Birds" theory offers a solution which has been successfully applied in the Asian countries including ASEAN, China, India and more recently Vietnam. "Ponds and Birds" theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing "Ponds" (SEZ) in the most promising areas and promising sectors. Tabora Municipal Council through its

2026/2022-2025/2026 is committed in promoting industrialisation for human development that shall contribute regional growth hence promoting to the National target of economic growth to 8-10% by 2025.

2.3.5 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognised as a significant sector in employment creation, income generation, and 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 greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This requires an all embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Since Tabora Municipal council is strategically located in industrial base opportunities, the council should become a centre for investment and industrialization for sustainable development of the community.

Tabora Municipal council has the role of coming up with strategic options of using the available opportunities to enhance the capacity of SMEs to its community members.

2.3.6 The National Agriculture Policy (2013):

Agriculture is the mainstay of the Tanzanian economy contributing to about 24.1 percent of GDP, 30 per cent of export earnings and employs about 75 percent of the total labor force. The rate of growth in agriculture is higher than the average annual population growth rate of 2.6 percent implying growth in incomes. However, the average agricultural growth rate of 4.4 percent is insufficient to lead to significant wealth creation and alleviation of poverty, given the low level of agricultural development.

2.3.6 National Livestock Policy 2006

The Livestock Industry has an important role to play in building a strong national economy and in the process, reducing inequalities among Tanzanians by increasing their incomes and employment opportunities, while nurturing the natural resources. The rationale behind the National Livestock Policy is to commercialize the industry and stimulate its development while conserving the environment

2.3.7 East African Community Initiatives

Tanzania is a member of several regional development initiatives such as 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 Tabora Municipal Council is to utilize its location advantage of being

strategic to great lake countries and EAC members. This may be through attracting investors for around East African Countries and/or helping the Communities in the Municipal access market opportunities offered by these countries. Thus, the Council needs to position itself to assist Tabora Municipal Council residents harness these opportunities.

2.3.8 Sustainable Development Goals

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th Septembers, 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 achieve 17 goals and 69 Targets by 2030 deadline. Therefore, Tabora Municipal Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that Endeavour. The Sustainable Development Goals which Tabora Municipal Council should contribute to achieve in long term are summarized below.

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure access to water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable

Development

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16: Promote just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable development

2.3.9 Agenda 2063: The Africa We Want

The 24th African Union Assembly held in January 2015, adopted a continental plan for the next fifty years, to ensure transformation and sustainable development for future generations through Agenda 2063. Agenda 2063 is a 50 year strategic aspirations that African Union states committed to achieve by 2063. The African states have rededicated themselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”* As a Vision and an Action Plan, this integration agenda is the blue-print that will

guide the ongoing transformation of Africa. It is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny. The aspirations reflect the desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realized, and with freedom from fear, disease and want.

Africa is self-confident in its identity, heritage, culture and shared values and as a strong, united and influential partner on the global stage making its contribution to peace, human progress, peaceful co-existence and welfare. Africa is confident that has the capability to realise her full potential in development, culture and peace and to establish flourishing, inclusive and prosperous societies. Thus, commit to act together towards achieving the following aspirations:

Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development

Aspiration 2: An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision

Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law

Aspiration 4: A peaceful and secure Africa

Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics.

Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children

Aspiration 7: Africa as a strong, united and influential global player and partner

All these issues are part and parcel of the core business of the Tabora Municipal Council. Therefore, the Council is by all means exempted from localizing the issues pointed out in the agenda 21, to enable it contribute to their arrest

2.4 Strength Weaknesses Opportunities and Challenges (SWOC) Analysis

SWOC analysis for Tabora Municipal Council intended to identify and prioritize the critical issues affecting the local economy that need to be addressed in this strategic plan. It was an analytical process by which a community's competitive advantages were determined. In this respect it was realized that in promoting industrialized economy that shall foster economic transformation and human development, it was mandatory for the council to utilize its internal strength and external opportunities to address the existing internal weaknesses and external challenges. Through participatory process numerous strengths, weaknesses, opportunities and challenges that needed to be addressed were identified. The following is the summary of SWOC analysis for Tabora Municipal Council.

2.4.1 Strength

- Availability of electronic devices for revenue collection
- Availability of activated council website
- Adherence to open government partnership (OGP)
- Availability of strategic areas for investment
- Availability of multidisciplinary staffs.
- Availability of well established working infrastructure

- Availability of investment properties such as Halls, Markets and Bus Stands
- Good management of solid wastes

2.4.2 Weaknesses

- Shortage of working facilities such as cars, computers, laptops
- Delays of promotions
- Poor management of file movements
- Delays of disbursement of funds for facilitating planned activities
- Untimely response to public queries/concerns
- Late attendance of some staffs
- Weak budget performance
- Poor institutionalized system of record keeping
- Delayed of procurement process
- Delays in responding auditing queries
- Unfair distribution of financial resource
- Misuse of council assets
- Less response to department priority
- Inadequate for own source fund to meet demand for council
- Poor implementation of budget
- Poor dissemination of information among staffs
- Lack of seriousness during budget session
- Low awareness creation to community members on contribution to the development projects
- Inability of some staffs to cope with change of technology

2.4.3 Opportunities

- Location for Tabora Municipal Council being a hub (co.. centre for business for Western Zone)
- Availability of good and accessible transport networking which is an attraction for industrial Investment.
- Strategic location of Tabora Municipal Council on a gate way to Western zone Regions
- Availability of information technology and communication system (Lawson)
- Availability if academics institution such as AMCUTA, MSOMA UTALII,UHAZILI etc
- Presence of private sectors providers in various sectors.
- Good collaboration with development partners
- Availability of modern Modern Market
- Constriction of modern Bus Stand

2.4.4 Challenges

- Inadequate of fund resource
- Delays of disbursement of funds from central government
- Political interference and conflict
- Shortage of staffs
- Unwillingness of some community members to pay tax
- Inadequate of social infrastructures

- Income poverty
- Unplanned settlements
- Lack of control of ownership of revenue sources
- Ad hock activities and directives from higher level
- High rate of immigrants from neighbour regions

2.5 Stakeholders Analysis

Tabora Municipal Council has heterogeneous stakeholders with varied interest, perceptions, expectations, capacity. Therefore, priorities basic premise behind stakeholders' analysis for the Municipal 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 Tabora Municipal 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 being to help maximize the socio- economic development of all stakeholders. Stakeholders' analysis result for Tabora Municipal Council is provided in the matrix below.

Table 1: Stakeholders' analysis matrix

No .	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if expectation is not met	Rank H=High, M= Medium and L=Low
1.	Councils	Provision of allowance Technical assistance Information on various issue Capacity building	To meet demand of the community To remain in power Improved livelihood of the community To be provided in statutory right They expect to see value for money They are going to be against the organization Un conducive working condition among the technocratic staffs Failure in the implementation of development projects Recognition	There will mistrust and loss legitimacy between council and the community To loss the position during election	High

No .	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if expectation is not met	Rank H=High, M= Medium and L=Low
2.	Financial institutions(NB M,NBC,CRDB, POST BENK, EXAM BANK,	Provision conducive environment for business It provide link with the community to access loan	Profit maximization To acquire customers Peace and harmony for investment	To remove the investment Decrease foreign direct investment	High
3.	Community members	Social service	Delivered improved social serve Improved livelihood	Miss first of the council Poverty creation	High
4.	The media	To deliver information	Transparent in giving information	They tarnish the image of the council	High
6.	NGO's	Registration service Provision of working permit	Good working environment	Withdrawn of the project	Low
7.	CBO'S	Registration Collaboration Technical and financial support	Conducive working environment Maximum profit	Collapse Lack of trust	Medium
8.	FBO'S (Faith Base Organization)	Collaboration	Recognition and collaboration	Failure in provision of service in the community	Medium
9.	Religion institution	Collaboration Recognition	Maximum collaboration	Absence peace and harmony Failure in implementation of development project	High
10.	Central government	Coordinating directive from central government Implementing of directive	Obedient Adhere to guidelines rule and regulation Value for money of development project which the fund	Accountability Reduced amount of fund disbursed	High
11.	Council employees	Conducive working environment	Condition working environment	Loss of morally Poor service delivery to community	High

No .	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if expectation is not met	Rank H=High, M= Medium and L=Low
12.	Social security fund organizations (PSPF, LAPF)	Provision of members	More contribution of members Provide timely contribution	The loss of benefit	High
13.	Supplier	Tenders	To win more tender Profit maximization	Poor service delivery	High
14.	Utility agencies	costumers	Maximum collaboration Timely paid	Withdrawn service provision	High
15.	Influential people	Recognition	To be recognition	They hamper the development	
16.	International agency	Collaboration Acceptance Good working environment Relevant	Maximum support Adherence with their conditions	withdrawn	High
17.	Sister Cities	Recognition Acceptance of project trusts	maximum collaboration faithfulness	withdrawn	Medium
18.	Business community	providence working environment license training	Conducting environment for business	collapse lack of revenue	High
19.	Mtaa chairperson	recognition training (capacity building) information	maximum collaboration recognition	Loss of morally with will contribute to failure in implement project Lack of peace and security	High

2.6 Core Values

The implementation of strategic plan for Tabora Municipal council shall be guided by 6 major core values that constitute what the council values most. The formulated core values shall lead the Municipal 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

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

(ii) Transparent and accountability

Every person should be accountable to 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, competence and innovations

Tabora Municipal council staff should take in mind that knowledge will never be complete and this can be realized through collaborative and continuous learning from other organisations 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 Municipal council should recognize and appreciate all staff with outstanding performance in service delivery to community members. There should be fair treatment among staff in promotion and praise awards.

(v) Fairness, equity and Customer focused

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

(vi) Corruption free zone

All staff should provide services with maximum integrity, truthful, sincere, fair and consistent in all dealings, acknowledge the persons dignity, and be thoughtful of people's needs and supporting them in ways that protect their ways and self A esteem/dignity. Spending time and energy and to ensure that people are well served, avoid corruption practices.

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2016/2017-2020/2021 STRATEGIC PLAN

3.0 Strategic Plan Review Process

Our Strategic Planning Review Process reviews the expired strategic plan (2016/17-2020/21). This assessment ensures our strategy is focused, effective and complies with modern LGAs operational standards and developments. The review process also includes a discussion around the ways that our strategic plan can be embedded into the Governance and operational framework of Tabora Municipal Council, meaning strategies and day-to-day operations are all directed toward achieving set priorities.

Tabora Municipal Council comprises of 18 departments and units that performs different assignments described in their annual programme of work. To accomplish tasks assigned, a department uses different Laws, policies, directives and other Government circulars

In this document the Council has review the performance of each sector by relying on the following Indicators:-

1. Review Vision/Mission statement of the Council and its impact on decision making.
2. Review the current strategic plan and relevant development plans against new opportunities and risks.
3. Investigate what has been missed and what should be incorporated into the revised strategic plan.
4. Investigate any strategic assumptions that have changed and their impact on the strategic plan.
5. Discuss strategies for ensuring that the strategic plan is carried out at the various levels (Board, staff, committees etc), including reviewing the strategic plan regularly, and strategic thinking processes.

3.1 Performance Review

3.2 Introduction

This chapter presents the performance review of the implementation of the first five years strategic plan. The review has been done in accordance with targets and indicators set as well as internal management processes. Summary of achievements and challenges

have been highlighted. Detailed descriptions of performance of previous strategic plan (2016/17 – 2020/21) for every department is provided here under

3.3 ADMINISTRATION AND PERSONNEL

The Administration and Personnel department currently has the following functions:

To administer Municipal Council committees, plans and coordinates manpower development, recruitment of Municipal Council staff, manage personnel affairs, maintains Municipal Council documentation system, review and enforce by laws and plans information dissemination within and outside the Municipal Council.

3.4 Achievements for the last 5 years (2016/2017-2020/2021)

- 3 new administrative wards (Kidongo Chekundu, Mpera, Mapambano) were established
- 96 staff motivated.
- 7 awareness creation, seminars conducted for 40 Municipal Councilors, 29 WEOs and 152 VEOs
- 456 district staff educated on Good Governance.
- 24 District assembly, 124 Ward Level Assembly and 1442 Village assembly meeting 2011/2012 – 2015/2016
- 4968 Sub-villages committee meetings conducted
- The established Code of conduct for Municipal Councillors well supervised and adhered to.
- Four staffs (HRO) trained on Human Capital Management System (LAWSON)
- Proper personnel administration through HCMIS, in 2018/2019, 3465 employees are maintained through Lawson (Hiring, Termination, Statutory and statutory deduction administration, Promotion and Reporting)
- The Personnel Emoluments for respective Financial year submitted and approved for the period of 2016/2017 to 2020/2021
- Local Government Election in 2019 successfully completed
- General Election 2020 successfully completed
- New three Wards Office completed [Mbugani, Cheyo and Ikomwa] by June 2017.
- Preparation and submission of Quarterly Staff Reposts to President's Office Public Service Management

3.5 Challenges

Implementation of the set targets was hampered by number of challenges including:

- Lack of timely staffing as a result of amended Public Service Law No.8 of 2007,
- Staff compensation policy for wounded staff not in place

- statutory meetings are not conducted as planned in the lower levels (Ward, Village and Vitongoji Level)
- The structure of the Municipal is too big for the manager to manage and do other important issues.
- Low work commitments among staff (Low work morality /unforeseen obligation/ posho mania)
- Inadequate or poor office infrastructures in the ward and village levels
- Inadequate/unavailability of funds for capacity building (Training/Retooling)

3.6 CULTURE AND SPORTS

Culture and Sports unit is responsible for coordinating cultural and sports activities at district level like promoting sports in schools and in the community, coordinate promotion and entertainment activities.

3.6.1 Achievements

- Seminar on good governance in sports was conducted whereby it involved teachers of both primary and secondary schools, club leaders of sports Association of Same
- The Municipal Council conducted 8 sports BONANZA and coordinated district football league as well as participating in different leagues at regional level whereby 3 sports clubs were promoted to participate at regional level
- Private sector collaborates with Municipal Council in promoting sports whereby 3 companies sponsored different leagues and BONANZA
- 10 cultural groups were supervised and educated about the importance of restoring their culture.
- 2 cultural groups were registered by BASATA
- Promotion permits were granted to different promotional companies

3.6.2 Challenges

- Inadequate funds
- Shortage of working tools.

3.7 Planning, Statistics and Monitoring Department

The Planning department is the key coordinator of all Sector planning, implementation Monitoring and evaluation process. On top of this it creates conducive environment for the community to identify problems, available resources, means of solving problems and planning for their own development in a participatory manner.

3.7.1 Achievements

- The Financial Budget for two consecutive years 2016 – 2020 has been prepared and submitted in respective Ministries for approval.
- Participatory Planning and Budget has been made to 16 Villages and 14 Wards
- Recategorization has been made to 2 Staffs out of Planning Department to fill the existed Gap.
- The Strategic Plan for 2016/17-2020/2021 has been reviewed and currently utilized by the Municipal Council.
- The preparations of LAAC parallel to final accounts have been achieved annually in respect to Local Government Financial Memorandum.

3.7.2 Challenges

In implementing the set targets, the planning department was faced by a number of challenges including:-

- Insufficient and late release of funds from Central Government
- The Department need Morden office to carry out its functions; currently the head of Department and subordinates are working together in one room.
- The M& E Team needs adequate training in supervisory, mentorship matters

3.8 INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

ICT is an umbrella term that includes any communication device or application, encompassing: E-mail, radio, Fax machine, television, cellular phones, computer and network hardware and software, satellite systems, as well as the various services and applications associated with them, such as videoconferencing and distance learning. ICTs are often spoken of in a particular context, such as ICTs in education, health care, or libraries.

It has been more than a decade since the government released its National ICT Policy (2003). Through that period, several initiatives have been implemented to achieve the vision outlined in the policy that includes areas of human resource management and infrastructure. The public in Tanzania could have “better services” and “effective and responsive government” through increased use of available ICT. The ICT infrastructure at the Municipal Council is adequate. Currently, computer-staff ratio is 1:4 however, the required computer user ratio is 1:1 also there is no ICT centre or internet connectivity which makes some systems not used such as HCMIS and EPCOR. This Unit has 2 staff including HoD and one subordinate.

In terms of Communication Network, The Municipal is served with CG FM, VOT –Voice of Tabora that helps the people to receive local and International news. Other radio

which cut across are TBC TAIFA, that provide broadcasting service. Television services are also available through satellite dish and cable provision.

3.8.1 Achievements attained for past three Years [2016 – 2021]

- a. Establishment of electronic Information System within the Council which was not existed before. (Lawson & EPCOR]
- b. Improvement and Management ICT Unit and ICT facilities in the Council
- c. Monitoring and Supervision of Electronic Information Systems
- d. Improvement of Office Working tools within the Council by conducting regular maintenance for sustainability
- e. Establishment of Local Government Revenue collection information System within the Council

3.9 BEE KEEPING SECTOR

Apiculture is the deliberate rearing of honeybees for production of honey and other bee products. In Tanzania various bee products stakeholders have recognized that the beekeeping sector is not yet contributing much towards fighting the high poverty levels and that there are needs to be supported and coordinated for it to grow and thrive.

Importance of this sector is that; Beekeeping is an economic activity offers great potential for development. It is easy and cheap to start, it provides valuable food or medicine for the family and honey and beeswax are important cash crops with ready local market. Beekeeping requires little land and therefore is an ideal activity for small scale resource-poor farmers. Beekeeping also enhances the environment and increases crop yields through pollination. It gives local people an economic incentive for the retention of natural habitats such as forests and therefore is an ideal activity in any forest conservation program. Achievements attained in this sector for past five Years are summarized as underlined;-

- Modern beehives improved from 550 in 2016 to 662 by June 2020
- Traditional beehives increased from 125 in 2016 to 890 by June 2020
- Honey production increased from 400 litters in 2016 to 600 litters by June 2020 however this is correlated to availability of rainfall.
- Beekeeping Groups improved from 0, 2013 to 50 by 2015

Bee keepers in Tabora Municipality

Number of beekeepers			Location	Number of beehives	
				Traditional	Morden
Male	Female	Individuals			
456	30	50	Mandeg forest, Leshota, Chilolwe,	178	129

Total 456+30+50 = 536	Mamvisi, Ngayaki, Kilama.		
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Challenges facing bee sector

Problems that faces this sector include; Lack of formal beekeeping Officer (Staffs), policy and law, Lack of formal cross - sectoral coordination for cross - sectoral issues of bee keeping with other related sectors of Forestry, Agriculture and Wildlife, Lack of effective beekeeping extension services, Inadequate statistical information to guide plans and operations for the development of the bee keeping sector and Lack of adequate and appropriate processing and storage facilities for bee products.

Issues of major concern

Lack of bee products collection centre, Lack of beekeeping staffs, Lack of beekeeping cooperation union, inadequate awareness on modern beekeeping technology and Lack of beekeeping infrastructure

3.10 HEALTH SECTOR

The mandate of Health department is to improve the quality of life and social wellbeing of the people by provision of quality health services.

3.10.1 Achievements

In Health department for the past five years (2016 - 2020) performance in health services has improved as follows;

- The District Hospital is under constructions expected to complete in 2021.
- Two Health Centers (Tumbi & Mail Tano) constructed within two Years period 2018 – 2020.
- Number of Dispensary constructed increased from 20 [2016] to 22 by 2021
- Number of functional and existing RHC and dispensaries health facilities governing committee members increased from 19 [2016] to 22 by 2021
- Family planning clients increased from 26 (2016] to 42 by 2021
- Number of under-five attendance increases from 23,080 [2016] to 37,237 by 2021

3.10.2 Reasons not accomplishing objectives and targets were

- Non disbursement of Health Sector Development Grant and Global Fund
- Irregular and inadequate disbursement of Block grant (Other charges) and some months not at all.

3.10.3 Challenges

- Shortage of professional staff at all levels

- Inadequate drugs, hospital supplies and medical equipment
- Delayed funds and financial constraints
- Low motivation to Health workers
- Poor infrastructure to some of health facilities
- Eruption of COVID-19 pandemic by the year 2020

3.11 FINANCE

3.11.1 Introduction

The finance department is responsible for the collection of Municipal Council's own source revenues and control of expenditure for the purpose of improving the financial position of the Municipal Council as a whole. On the other hand, the department is responsible for advising the Municipal Council on all financial matters and maintenance of the books of accounts as required by laws and financial regulations.

3.11.2 Achievements

- Revenue collection has increased from Tsh.2,708,673,000 2016/17 up to 3,694,138,714.30 2020/21
- We have been able to prepare monthly bank Reconciliation statements before 12th day of each month.
- There have been improvements in documentation system which makes it easier for references.
- We have been able to reply Audit Queries within 21 days.
- We have been able to prepare and submit annual financial Reports in timeline before September 30th of each year.
- We have been awarded with a Clean Certificate on Financial Performance and reporting for seven consecutive years.

3.11.3 Challenges

- Delay in authorization of Municipal Council's by-laws.
- Delay in receiving funds from Government.
- Inadequate tools and equipments such as Computers, Offices facilities.
- Existence of prolonged drought limits agricultural productivity which is important source of Municipal Council's revenue.
- Community fail to pay tax to the Municipal Council due to low capacity of understanding the importance of tax to their Municipal Council
- Municipal Council depends on unstable source of revenue e.g. market dues, Livestock fees, produce cess etc.

3.12 INTERNAL AUDIT

Internal Audit Unit is an independent unit which is mandated to provide assurance and consultancy services for the Municipal Council operation activities. The main objective of auditing is to safeguard assets in all kind of losses. The unit has three staff which are not sufficient to carry out auditing activities

3.12.1 Achievements

For the period of last five years (2016 -2021), the unit has achieved in the following areas:-

- The unit has examined revenue accountable documents which strengthen internal control over revenue collection
- The unit has audited development projects which were implemented at the high and lower level, which strengthen value for money
- The unit has passed through all payments relating to procurements which result to strengthen the user department to abide financial regulations and Procurement Act, regulations
- The unit has able to produce Quarterly internal audit reports to respective Municipal Council Committee and other Stakeholder timely
- Capacities building to the internal audit Staff were carried out.

3.12.2 Challenges facing Internal Audit Unit

- Shortage of fund allocated for facilitation Internal Audit function.
- Shortage of one staff. The unit needs one Internal Auditor.

3.12.3 LIVESTOCK DEVELOPMENT

The livestock department is responsible in ensuring that there is improved and highly productive livestock to ensure food security, improved income for the household and the nation while conserving the environment.

3.12.4 Achievements

3.13 Livestock sector

1. Livestock disease control by;
 - a) Livestock vaccinations
 - i. During the periods number of Chicken Vaccinated increased from 225, 2016 to 467 in 2021
 - ii. Livestock deaths reduced from 6,240, [2016] to 2,981 in 2021
 - iii. Number of livestock keepers trained increased from 415 to 681
 - iv. Number of livestock keepers Network formed 10 [2016]to 12 in 2021

- b) Dipping/ Spraying
 - i) 411,280 Cattle
 - j) 480,200 Shoats
 - k) 9,140 Dogs
 - l) 1,320 Camel
 - c) Education has been provided to 1,857 farmers about early warning of livestock diseases in Tabora entire Villages
2. 5,995 households provided with education about meat safety and other livestock products like Eggs and Milk
3. Genetic improvements of Livestock
- a) A total of 2,575 RIR Chickens procured and distributed to 56 groups
 - b) 750 Dairy goats procured and distributed to 75 groups
 - c) 994 Dairy cows artificially inseminated and brought an increment of Dairy cows from 6,396 to 7,896
4. The district in collaboration with private sectors has provided an education and instituted the following livestock keeping groups for self employment;
- a) 14 Dairy cows keeping groups
 - b) 56 Chicken keeping groups
 - c) 75 Dairy goats keeping groups
 - d) 2 Hides and Skins products group
5. Livestock infrastructures provided to livestock farmers;
- a) 4 Dips
 - b) 2 Livestock markets
 - c) 2 Charco dams
 - d) 1 Artificial Insemination centre
 - e) 6 Slaughter slabs
 - f) 4 Cattle troughs

3.13.1 FISHERIES SECTOR

- 1. 4 Fishing groups instituted to control illegal fishing
- 2. In collaboration with private sectors, 457 small fish dams have been initiated and are working

3.13.2Challenges

- Unreliable rainfall for livestock pastures and water availability
- Trypanosomiasis and Tick borne diseases which threaten livestock's life
- Nomadic practices by the pastoralists

- Conflicts between pastoralists and other land utilises
- Inadequate funds, staffs and working tools (motorcycle and Vehicle) to execute departmental Activities
- Illegal fishing is still a problem

3.14 TRADE

The trade unit is responsible to supervise inspect and issue business license within the district to all businesses and provide training to SMEs on importance of paying taxes and also participate in revenue collection which associate with business activities such as service levy, hotel levy, advertisement fees etc.

3.14.1 Achievements

- The number of SMEs has increased from 1516 to 3200.
- Number of small industry increase from 1 to 7.
- Number of SMEs owners who were educated on the importance of paying tax has increased from 1516 to 3200.
- Number of SMEs owners who participate in trade affair increased from 1 to 2.

3.14.2 Challenges

- Shortage of staff in the unit.
- Insufficient budget to implement the activities.
- Lack of department transport for implementation of the activities.

3.15 AGRICULTURE AND COOPERATIVES:

The core functions of Agriculture and Cooperative department is to enable farmers to increase agricultural production and productivity through farmer's capacity building and agricultural infrastructure investment.

3.15.1 Achievements:

Many achievements have been revealed in Agriculture sector as revealed below:-

3.15.2 Increase in Food Crops productions; -

- Maize produced increased from 13.292Tons [2016] to 17,313 Tons by June 30, 2021
- Rice produced increased from 5,335 Tons [2016] to 12,168.5 by 2021
- Beans crops produced increased from 859 Tons [2016] to 3.641Tons by June 30, 2021
- Cassava produced increased from 7,142 Tons [2016] to 11,935 Tons by June 30, 2021

- Sweet potatoes produced increased from 7,450 Tons [2016] to 96,846 Tons by June 30, 2021
- Sorghum produced increased from 425 Tons [2016] to 7,505 Tons by June 30, 2021

3.15.3 Increase in Cash Crops productions; -

- Sunflower produced increased from 1,538 Tons [2016] to 1,454.4 Tons by June 30, 2021
- Tobacco produced increased from 638 Tons [2016] to 1,913.2 Tons by June 30, 2021
- Onions produced increased from 16 Tons(2016) to 4,185 Tons by June 30, 2021
- Tomatoes produced increased from 813 Tons [2016] to 1,577 Tons by June 30, 2021
- Egg plants produced increased from 252 Tons [2016] to 420 Tons by June 30, 2021
- Cucumber produced increased from 0.426 Tons [2016] to 1,074 Tons by June 30, 2021
- Mangoes produced increased from 0.12Tons [2016] to 600 Tons by June 30, 2021
- Tons of Oranges produced increased from 0.098 Tons[2016] to 378 Tons by June 30, 2021

3.15.4 Challenges:

However, Agriculture and Cooperative department has made these achievements in previous plans with some challenges. These challenges include drought, poor irrigation infrastructures, crop pest and diseases, poor market accessibility, inadequate and delayed release of funds and lack of processing facilities.

3.16 SOCIAL WELFARE

Social-welfare policy is aimed at improving the health status of all people in physical, mental and social wellbeing. Good health is a major resource for economic development.

In Tabora municipality over 95% of the people have no protection in the event of contingencies, livelihood shocks or severe deprivation. Small number mostly civil servants have formal social security and health insurance schemes.

There has been little focus on identifying and responding to children in need of protection from abuse, violence and exploitation. The existing structures, systems and

services for protecting children especially those with disabilities are weak. There is only one primary school that caters for children with special needs.

Women's rights to protection against abuse and violence are similarly weak although a women fund was established in 2003 to empower women in economic development.

A comprehensive review of national policies on social protection to improve the existing legal and services structures is required. There is also need to increase and train sector personnel to develop monitoring, referral and response system that will promote shared awareness at community and statutory levels of children and women's rights to protection.

Due to HIV and AIDS pandemic, change of life style, increase in poverty and weakening of social bonds, social welfare services need special attention at all levels of government. However, coordination and adherence to standards has remained to be an all-time challenge to the department of social welfare and provider of services particularly to vulnerable groups. Most of the social welfare institutions are not in good condition hence providing inadequate services to the inmates.

Achievements for past five Years [2016 – 2021] are narrated in below:-

- Number of elderly received Exemption cards have been identified 213.
- Total number of 360 with disability has been trained in entrepreneurship skills.
- Number Of child abuse cases reported at the Community level increases from 1 [2017] to 5 by June 30, 2021
- Number of Children living Children's Homes reduced from 207 [2016] to 175 by June 30, 2021
- Number of MVC at Tabora Municipal Council (TMC) identified have been reduced from 3,558 [2016] to 3,288 by June 30, 2021
- Number Cases of child abuses reported in Police Station and District Social Welfare Office increased from 0 [2016] to 5 by June 30, 2021
- Two FBO Offered moral and material support to community/children.
- Only 2 MVC offered with material support.

3.16.1 Social Welfare Challenges:

- a) At social welfare level, the most pressing problem has been inadequate budget, uncoordinated data, and human resource that make the department fail to address the challenges facing vulnerable groups, hence vulnerable groups like people with disability, elderly and vulnerable children continue to live in environment where their needs are not met.
- b) The Department of Social Welfare in Tabora Municipal Council lacks comprehensive information system to inform and guide decision making. Resource constraints (human, financial, material supplies and equipment) present a

weakness and threat to quality improvement work if deliberate steps are not taken at planning and resources allocation levels.

- c) Development of comprehensive social protection frame to accommodate different categories of people in the society.
- d) Improvement of budget for social welfare services.
- e) Integration of social welfare information into Health Management Information System (HMIS).

3.16.2 Community Development Department

The performance review of Economic Department for past three years [2013 – 2015] depicts underlined achievements:-

- Women's and youth income degenerating groups provided with loans increased from Tshs 160,000,000.00 [2016] to Tshs 244,363,658.88 [2021]
- Increased number of micro economic groups from 121 (2016) to 221 (2021)
- Women's and youth groups trained on entrepreneurship and business administration increased from 51 in 2016 to 80 June 2021
- Supervision of CSOs in the district enhanced from 42CSOs in 2016 to 63 by June 2021
- Number of CSOs registered increased from 136 in 2016 to 231 by 2021
- Number of economic groups for the PLHIV Increased from 19 (2017) to 32 by (2021).

3.17 Works

The department of works is responsible to supervise engineering works like construction and maintenance of roads, construction and maintenance of building and maintenance of government plants and equipment.

3.17.1 Achievements

3.17.2 Achievements obtained from 2016/2017 to 2020/2021

- Construction of 21.35km tarmac road to Asphalt Concrete Standards
- Procurement of 1 grader, 1 excavator, 2 lorries and 40 skip pad containers

3.18 Natural Resources

3.18.1 Introduction

The department of Land, Natural Resources comprises of five sections which are Land, Forestry and environment, Fisheries, Wildlife and Beekeeping. The department is responsible to ensure that there is an improvement on sustainable use, conservation and management of natural resources and environment, provision of extension services, and tourism development for the present and future generation.

3.18.2 Achievements

3.18.3 Forestry and Environment

- Collections of Solid waste improved from 35,000 tonnage [2016] to 80,000 tonnage by 2021
- Cesspits emptying improved from 30,000 [2016] to 60,000 by June, 2021
- Reduction of wildfire incidences from 56% to 30% as a results of intensive awareness creation and campaigns to members of village government leaders and community at large
- Deforestation and tree cutting reduced from 1,200 metric tonnage to 600,000 metric tonnage by 2020
- Cases of bushfires reduced from 22[2016] to 11 by 2021

3.19 EDUCATION SECTOR

3.19.1 Primary Education

Tabora Municipal council like other Councils in the country has a major role of providing education including Primary and post Primary Education. Tabora Municipal Council has 73 Government Primary Schools and 6 non-Government School. There are 590 permanent classrooms, 109 teachers' houses and 703 pit latrines. Current status on teachers, school infrastructure and furniture is as presented in the tables below: -

- Number of Classrooms constructed increased from 590 [2016] to 1,480 by 2021
- Number of Classrooms renovated increased from 85 [2016] to 220 by 2021
- Number of desks increased from 8,314 [2016] to 21,932 by 2021.
- Number of desks ratio improved from 1;7 [2016] to 1;3 by 2021.
- Book pupil ratio improved from 1;6 [2016] to 1;1 by 2021
- Number of Pit Latrines constructed improved from 743 [2016] to 2,384 by 2021
- Pit Latrine ratio for Girls reduced from 1;76 [2016] to 1;20 by 2021
- Pit Latrine ratio for Boys reduced from 1;75 [2016] to 1;25 by 2021
- Number of Cupboards increased from 16 [2016] to 73 by 2021
- Number of Chairs increased from 1,475 [2016] to 2,553 by 2021
- Number of Shelves increased from 403 [2016] to 1,388 by 2021
- Number of Teachers Office increased from 104 [2016] to 146 by 2021
- Number of Stores increased from 28 [2016] to 73 by 2021
- Number of Tables increased from 940 [2016] to 2,125 by 2021
- Number of Teachers houses increased from 109 [2016] to 1,369 by 2021
- Number of Beds in Special Schools increased from 240 [2016] to 341 by 2021

3.19.2 Primary School Educational Challenges

- Lack of science teachers;
- Lack of sufficient water supply;

- Lack of standard text book;
- Poor infrastructure;
- Inadequate incentives to motivate teaching staff and students;
- Political interference in primary school administration by councillors; and
- Low capacity of ward Education Co-coordinators.

A general government policy guiding the location of government nursery schools is that every primary school should have a nursery school. So Tabora municipality could have a minimum of 62 nursery schools.

Tabora region has two vocational training colleges. One established in 1999 is located in Tabora Municipality and another is located in Uyui District. The college offers long-term courses (two years or more depending on the type of course) and short-term courses whose duration is one week to 6 months.

3.19.3 Challenges facing Vocational Training include:

- Shortage of staff: There is only 39 permanent staff against an establishment of 48 staff.
- Accommodation for students;
- Limited number of courses offered and
- Lack of sufficient funds.

3.20 Secondary Education

Tabora Municipal Council provides Education including Secondary Education. Secondary Education is provided in 23 public Secondary Schools and 11 Private ones. Tabora School, a boys' secondary school in Tabora municipality was the first secondary school to be established in the country in 1940 to serve the sons of British rulers and Tanzanian Chiefs. It is in this school where the father of the nation and first President of Tanzania (1964 – 1985), the late Mwalimu Julius Kambarage Nyerere went to school.

3.20.1 Achievement for implementation of five years strategic plan is as follows:-

- Construction of 21 Classrooms in 6 Secondary schools
- Construction of 37 pit latrines in Secondary schools
- Construction of 12 teachers houses in Secondary schools

3.20.2 Challenges faced during implementation of SP

- Some wards in the municipality do not have secondary schools including: Kabila, Tambukareli, Kanyenye, Gongoni, Ifucha, Kakola, and Ntalikwa.
- lack of standard text books,
- inadequacy and/or inadequately equipped laboratory facilities,
- shortage of desks, tables, toilets, student hostels and staff quarters),

- lack of transport facilities, lack of sufficient playing grounds,
- long walking distances for day students making them vulnerable to abuse,
- poor remuneration for teachers, and
- Diminishing quality of students qualifying for secondary education.

CHAPTER FOUR

THE PLAN

4.1 Vision

To be highly competent Local government Authority with ability to deliver sustainable socio-economic services to its community through participation of various stakeholders by the year 2026

4.2 Mission

To provide quality socio-economic services through effective coordination of all stakeholders, good governance and efficient use of available resources for sustainable development to its community by the year 2026

4.3 Strategic Objectives

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy 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

j. Information and communication Technology improved

4.5 STRATEGIC PLAN MATRIX

RESULT AREA 1. ADMINISTRATION AND HUMAN RESOURCE

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
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Service Improved and HIV/AIDS Infections Reduced	1. Awareness of HIV/AIDS among 1,000 employees increased and infections of HIV/AIDS reduced from 7.2% to 3% by June 2026	1. Conducting Quarterly HIV/AIDS Campaigns to council staff in 29 Wards. 2 Distributing 500,000 pieces of Condoms among 1,000 council staff 3. Developing and Implementing Tabora Municipal Councils. HIV/AIDS Action Plan 4. Provision of voluntary HIV/AIDS Testing service to 1,000 council staff quarterly	1. Number of Campaigns conducted 2.Number of employees attended/train ed 3. Number of Condoms Distributed 4.Copy of HIV/AIDS action plan developed 6. Number of employees Tested 7. Number of HIV/AIDS infected employees paid	1. Campaigns Report. 2.Condom distribution report 3. Testing report 4. Quarterly Reports 5. Report s of implementation of HIV/AIDS action plan 6. HIV/AIDS Action Plan 7. Interview to paid employees	MHRO
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Capacity building on awareness against corruption created to 3379 staffs by June 2026	1. Allocate budget 2. Provide Training and seminar	1.Amount allocated for capacity building against corruption 2.Number of staffs trained	1. Availability of implementation reports	MHRO
Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer

E: Good Governance and Administrative Services enhanced	Leave allowances schedule for 3379 staffs provided by June 2026	Allocate Budget	Number of staffs paid for their annual leaves.	1. Availability of Number of Staffs paid	MHRO
	19 biometric machine installed in 19 offices by June 2026	Allocate Budget	Number of biometric machine installed	1. Availability of installed biometric machines	MHRO
	994 new staffs Recruited by June 2026	Allocate Budget Recategorize staff from lower to higher position	Number of new employees recruited	1. Availability of budget implementation report 2. Availability of recategorized Staffs	MHRO
	Promotion to 3179 staffs provided by June 2026	Allocate Budget	Number of promoted employee.	1. Availability of number of promoted employee report	MHRO
	19 Offices provided with modern working tools by June 2026	Allocate Budget	Number offices provided with modern working tools	1. Availability of offices provided with modern working tools	MHRO
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	136 Mtaa Offices constructed by June 2026	Allocate Budget Mobilize funds Mobilize community members to	Number of Mtaa office constructed	1. Physical verification	MHRO
	22 Ward office constructed by June 2026	Allocate Budget Mobilize funds Mobilize community members to	Number of ward offices constructed	1. Physical verification	MHRO
	18 Heads of Department /Units Houses Constructed by June 2026	Allocate Budget	Number Heads of Department houses constructed	1. Physical verification	MHRO

RESULT AREA 2. PLANNING, STATISTICS AND MONITORING

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
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A. Services Improved and HIV/AIDS Infections Reduced	Awareness of HIV/AIDS to 5 departmental Staff increased by June, 2026	1. Conduct training, quarterly HIV/AIDS campaign to 5 staff 2. Support through condoms provision 100 boxes to department staff	1. Number of staff trained 2. Number of workshops and seminars conducted 3. Number of condoms supplied	1. Quarterly Development progressive report	MEPO
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Anti-corruption strategy to 5 staff of Planning department enhanced by June 2026	1. Conduct training 2. Facilitate preparation of Brochures and fliers	1. Number of staff trained 2. Number of Brochures and fliers produced	1. Quarterly Development progressive report	MEPO
C. Access to Quality and Equitable Social Services Delivery Improved	Participatory implementation, monitoring and evaluation system ensured by June 2026	1. Procure M&E Vehicle 2. Build capacity to 5 staff 3. Facilitate working tools	1. Number of projects monitored and evaluated 2. Number of staff trained 3. Number of working tools enhanced	1. Quarterly Development progressive report 2. Physical verification	MEPO
	Coordination and Management of Development Projects in 29 Wards strengthened by June 2026	1. Conduct session/meeting 2. Mobilize resource 3. Conduct monthly monitoring and evaluation Supervision	1. Number of projects supervised 2. Number of Months M&E conducted	1. Quarterly Development progressive report 2. Activity reports	MEPO
Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer

C. Access to Quality and Equitable Social Services Delivery Improved	Statistical data Management to 29 Wards and 136 Mitaa and 41 Village coordinated and strengthened by June 2026	<ol style="list-style-type: none"> 1. Frequent update and collection of core data 2. Facilitate Council GDP availability 	<ol style="list-style-type: none"> 1. Availability of baseline data 2. Availability of Council GDP 	<ol style="list-style-type: none"> 1. Quarterly Development progressive report 2. Activity reports 	MEPO
	Council Annual Plan and Budget prepared and submitted to respective authorities by June 2026	<ol style="list-style-type: none"> 1. Timely Coordination of Council Annual plan and Budget preparation 2. Conduct O&OD and training in 29 wards 	<ol style="list-style-type: none"> 1. Number of Annual Plan and Budget prepared 2. Number of wards receive training 	<ol style="list-style-type: none"> 1. MTEF 2. Training report 	MEPO
H. Local Economic Development Coordination Enhanced	Number of Industries in Tabora Municipality increased from 183 to 500 by June 2026	<ol style="list-style-type: none"> 1. Establish Special Economic Zone 2. Conduct training 3. Coordinate PPP projects 4. Facilitate preparation of Write ups/ Proposals for Strategic projects 	<ol style="list-style-type: none"> 1. Number of Industries established 2. Number of strategic projects implemented 	<ol style="list-style-type: none"> 1. Quarterly Development progressive report 2. Activity reports 3. Physical verification 	MEPO

RESULT AREA 3. AGRICULTURE IRRIGATION AND COOPERATIVES

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	The number of private sector providing extension services increased from 6 to 10 by June 2026	Extension services transformed to ensure provision of quality services with increased private sector participation	Number of private sector providing extension services	Quarterly Progress Reports and Field visits	MAICO
C. Access to Quality and Equitable Social Services Delivery Improved	Agriculture Extension Services improved in 15 wards by June 2026.	1. Enable 15 daily operation per month 2. Enable 40 Staffs in to participate in zonal exhibition annually 3. Facilitate monthly Monitoring and Supervision of Agriculture activities in 6 wards	1. Number of operation performed 2. Numbers of staffs participate in zonal exhibition 3. Number of wards monitored and supervised 4. Number of staffs benefited	1. Monthly report 2. Attendance book 3. Certificate if any 4. Quarterly Progress Reports	MAICO
	Agriculture Extension Services in 29 improved wards by June 2026	1. Introduce two specific commodity	specific commodity introduced	Quarterly Progress Reports and Field visits	MAICO
Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer

C. Access to Quality and Equitable Social Services Delivery Improved	Improve crop production in 10 wards from 7400 tons to 10000 tons by June 2026.	<ol style="list-style-type: none"> 1. Capacity building of agriculture machinery, implements, equipments and tools to 500 farmers in 12 2. Utilization of agro-mechanization packages and mechanical technologies to local conditions 3. Improve Farmers access to modern inputs 4. Promote the seedling production at household level 5. Participating with private sectors in multiplication of pre-basic and basic seeds 	<ol style="list-style-type: none"> 1. Number of awareness/ capacity building conducted 2. Number of new technologies with local packages utilized 3. Number of tones with improved seeds/fertilizers used 4. Number of production tones increased 5. Number of Seedlings distributed 6. Number of multiplication plots introduced 7. Number of private sectors participating in production of seeds 	<ol style="list-style-type: none"> 1. Quarterly Progress Reports 2. Field visits 	MAICO
Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	100 farmers groups and 26 cooperative societies strengthened in value chain actors by June	1. Improve Agricultural product market, infrastructure, information and quality standard 2. Promote local value addition	1. Number of famers groups and cooperative societies enhanced 2. Number of local value addition centres	1. Quarterly Progress Reports 2. Field visits	MAICO
	Irrigation farming increased from 20% to 50% by June 2026	1. Regulate 55 irrigation groups for high productivity and sustainability 2. Promote small scale traditional irrigation	1. Number of irrigation group regulated 2. Number of small scale traditional irrigation focus on vegetable promoted	Quarterly Progress Reports and Field visits	MAICO
	Risk mitigation mechanism in productivity and profitability to 100 farmers groups enhanced by June 2026	1. Improve early warning system 2. Strength market intelligence 3. Facilitate linkage to Public and private providing agriculture insurance 4. Promote public	1. Number of farmers groups enhanced 2. Number of linkage facilitated 3. Number of awareness campaign conducted	1. Quarterly Progress Reports 2. Field visits	MAICO
	Environments to attract youth in Agricultural production increase from 5% to 30% by June 2026	1. Facilitate access to technologies, farm inputs and finance 2. Promote entrepreneur culture among youth	1. Number of youth facilitated 2. Number of project introduced by youth	1. Quarterly Progress Reports 2. Field visits	MAICO
Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer

I. Emergency and Disaster Management Improved	Disaster relief services in 29 Wards enhanced by June 2026	<ol style="list-style-type: none"> 1. Create disaster management awareness 2. Facilitate coordination of assessment and distribution of relief food 3. Supervise the outbreak of crop pests and diseases 4. Provision of 	<ol style="list-style-type: none"> 1. Number of awareness campaign conducted 2.Amount of relief food distributed 3.Temporary shelter identified and used 	<ol style="list-style-type: none"> 1. Quarterly Progress Reports 2. Field visits 3. Work plan for prevention measures followed 	MAICO
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RESULT AREA 4. FISHERIES & LIVESTOCK

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
D. Quality and Quantity of social economic services and infrastructure increased	Livestock facilities in 29 wards increased by June 2021	<ol style="list-style-type: none"> 1.To allocate fund in council annual budgets 2.To equip Artificial Insemination Centre and facilitate plumbing 3. To facilitate construction of Modern Abattoir 	<ol style="list-style-type: none"> 1. Number of slaughter slabs rehabilitated 2. Number of abattoir constructed 3. Availability of the AI centre 4. Number of livestock centres constructed 	<ol style="list-style-type: none"> 1.Quarterly progress report 2.Field visits 	MLFO
	Milk production in 29 Wards increased from 1,525 to 2,200 litres per cow by June, 2026	Provide improved dairy bulls or Artificial Insemination	Quantity of milk produced	<ol style="list-style-type: none"> 1.Quarterly progress report 2.Field visits 	MLFO
Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer

D. Quality and Quantity of social economic services and infrastructure increased	Egg production within Municipality increased from 60 to 100 per chicken per year by June, 2026	Provide improved cockerels	Number of eggs produced	1. Quarterly progress report 2. Field visits	MLFO
	livestock disease outbreak in Tabora Municipality reduced from 75% to 20% by 2026	Vaccinate livestock Impose quarantine of livestock	Percentage decrease of infected livestock	1. Quarterly progress report 2. Field visits	MLFO
A. Services Improved and HIV/AIDS Infections Reduced	Awareness on HIV/AIDS infection created to 33 staff.	Provide prevention and control of HIV/AIDS	Number of HIV/AIDS cases reduced	1. Quarterly progress report	MLFO
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness creation on anti-corruption to 33 staff increased by June, 2026	Provide education on anti-Corruption issues Motivating staff	Number of anti-corruption cases reduced	1. Quarterly progress report	MLFO

RESULT AREA 5: HEALTH

Objectives	Target	Strategies	Performance indicators	Means of verification	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	Availability of medicines, medical equipment and diagnostic supplies in health facilities increased from 80% to 95% by 2026	Mobilize financial resources for procurement of drugs and medical supplies	Percentage of availability of medicines, medical equipment and diagnostic supplies increased	1. Quarterly progress report	MMOH
Objectives	Target	Strategies	Performance indicators	Means of verification	Responsible officer

C. Access to Quality and Equitable Social Services Delivery Improved	Maternal mortality rate reduced from 200/100,000 - 80/100,000 by June 2026	1.Strengthen health intervention including family planning, safe and clean delivery, 2.Comprehensive post abortal care	1.Maternal mortality rate reduced	1.Quarterly progress report	MMOH
	Infant mortality rate reduced from 20/1000 - 10/1000 by June 2026	1.Strengthen health intervention including safe and clean delivery, 2.Kangaroo mother care and exclusive breast feeding for the first six months	1. Infant mortality rate reduced	1.Quarterly progress report	MMOH
	Number of Under five deaths reduced from 27 to 15 deaths by June 2026	1.Improve immunization coverage 2. Encourage breast feeding	1.Number of under-five death	1.Quarterly progress report	MMOH
	Malaria prevalence rate reduced from 7.6% to 3.6% by June 2026	Conduct larviciding to the community	1.Percentage of malaria cases	1. DHIS2 2.Monthly, Quarterly Annual report	MMOH
	HIV prevalence reduced from 7.2% to 3% by 2026	Assess ART initiation and lifelong through supportive	HIV prevalence rate	1. Monthly, Quarterly and Annual report	MMOH
	Prevalence rate Of Diabetes Mellitus reduced from 0.19% to 0.02% by June 2026	1.Promoting screening/regular health check 2. Encourage exercise and Proper eating habit.	1.Prevalence rate Of diabetes mellitus	1. DHIS2 2.Monthly, Quarterly Annual report	MMOH
Objectives	Target	Strategies	Performance indicators	Means of verification	Responsible officer

C. Access to Quality and Equitable Social Services Delivery Improved	Prevalence of mental health conditions reduced from 0.18% to 0.02% by June 2026	1. Promote mental health 2. Strengthen protective factors and decrease symptoms disabilities	1. Prevalence of mental health condition Reduced.	1. DHIS2 2. Monthly, Quarterly Annual report	MMOH
	High Prevalence rate of Cardiovascular diseases from 0.27% to 0.02 by June 2026	1. Reduce cardiovascular diseases risk factors through community Programs. 2. Improve cardiovascular disease screening and Proper case management.	1. Prevalence rate of cardiovascular diseases	1. DHIS2 2. Documentary Reports.	MMOH
	Prevalence rate neoplasm/cancer reduced from 0.29% to 0.02 by June 2026	1. Provide people Information on risk factors for cancer and adoption of health life style 2. Promote cancer screening and treatment of initial signs among the Community.	1. Prevalence rate of cancer	1. DHIS2 2. Periodic documentary review.	MMOH
	Incidence Schistomiasis reduced from 0.15% to 0% by June 2026	1. Promote preventive measures 2. Conduct mass treatment to the high-risk Population.	1. Number of Incidence rate 2. Number of preventive campaign conducted	1. DHIS2 2. Periodic reports	MMOH
Objectives	Target	Strategies	Performance indicators	Means of verification	Responsible officer

C. Access to Quality and Equitable Social services delivery Improved	Prevalence of diseases among cases reduced 1.3% to 0% by June 2026	1.Promote regular sight test 2. Strengthen eye care facilities.	1.Prevalence of eye diseases	1. DHIS2 2.Reports	MMOH
	Prevalence of oral Diseases among Cases reduced 0.21% to 0.02% by June 2026	1. Promote healthy lifestyle and reduce risk factors to oral health 2. Reduce oral disease burden and disability.	1. Prevalence of oral disease	1. DHIS2 2.Reports	MMOH
	Shortage of skilled and mixed human resource for health reduced from 69% to 35% June 2026	1. Implement council plan and ensure appropriate staffing at all levels.	1.Number of staff ensured	1.TANGE report	MMOH
	Community participation involvement in health promotion actions strengthened from 35% to 45% by June 2026	1.Strengthen promotion through community Involvement.	1. % of health promotion related programs and activities implemented	1.Periodic reports	MMOH
	Prevalence rate patients complications associated with traditional medicine alternative healing practices reduced from 0.01% to 0% by June 2026	1.Improve safe and qualified practices among traditional medicine and alternative Healing.	1.Prevalence of complications associated with traditional medicine and alternative Healing reduced.	1. Documentary reports.	MMOH
Objectives	Target	Strategies	Performance indicators	Means of verification	Responsible officer

D. Quality and Quantity of Socio-Economic services and Infrastructure increased	Environmental health and sanitation Interventions practices at all levels in the council increased from 66% to 90% by June 2026	1.Promote environmental Health and intervention Community involvement.	1. % of environmental health and sanitation intervention increased	1.Periodic report	MMOH
	Health facility Infrastructures at all Level improved 52% to 70% by June 2026	1.Construction of District Hospital 2.Construction Health centres and 5 Dispensaries 3.Rehabilitation of 3 Health centres and 5 Dispensaries 4.Installation of electricity and standby generator to 3 health facilities	1.Number of Health Centres constructed/rehabilitated 2.Number of Dispensaries constructed/rehabilitated 3.Number of health facilities installed with electricity and standby generator 4.Sets of furniture Procured.	1. DHIS2 2.Monthly, Quarterly Annual report	MMOH
	Shortage of health facility staffs houses at all levels reduced from 47% to 30% by June 2026	1. Construction of 5 staff houses. 2. Completion of staff houses for 3 health facilities facilitated	1.Number of staff houses constructed/rehabilitated	1. DHIS2 2.Monthly, Quarterly Annual report	MMOH
	Maintenance of vehicles at all level improved from 60% to 90% by June 2026	1.Procurement of two vehicles for supervision 2.Rehabilitation vehicles 3.Procurement of 3 ambulance for 3 Health Centres	1.Number of vehicles procured / rehabilitated	1. DHIS2 2.Monthly, Quarterly Annual report	MMOH
Objectives	Target	Strategies	Performance indicators	Means of verification	Responsible officer

E. Good governance and Administrative services enhanced.	Organization structures and institutional Management at all levels strengthened from 40% to 60% by June 2026	1. Conducting meeting at all levels 2. Insisting and supervising staff to work according to rules and regulations	1. Number of Organization structure strengthened.	1. Meeting minutes 2. Monthly, Quarterly Annual report	MMOH
	Conducive working environment for social welfare services delivery improved from 67% to 100 % by June 2026	1. Equipping office with all required facilities and office equipment.	1. Number of working environment facilities enhanced	Activity Reports	MMOH
	Public Private Partnership improved from 50% to 95% by June, 2026	1. Conducting quarterly meeting by involving private sectors 2. Improve coordination and	1. Number of PPP projects implemented	1. Reports	MMOH
F. Social Welfare, Gender and Community empowerment Improved	Access to social welfare services and protection to vulnerable groups increased from 19% to 50% by June 2026	1. Improve social protection, safety and access to social welfare service to vulnerable group.	1. Percent of social welfare access to services for vulnerable Group.	Activity Reports.	MMOH
	Access to social welfare, health, training and Education services to most vulnerable groups improved from 81% to 100% Jun, 2026	1. Improve access to health, training and education Service among Vulnerable group.	1. Number of Training and Education to Most vulnerable groups.	1. Activity Reports.	MMOH

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
F. Social Welfare, Gender and Community empowerment Improved	Number of children in Conflict and contacts with the law reduced from 19% to 10% by June, 2026	1. Reduce the number and provide support for children in conflict and contact with the law.	1. Number of Children in Conflict and Contact with the law reduced	1. Activity Reports.	MMOH
	VAC cases convicted increased from 54% to 60% by June, 2026	1. Promote effective violence prevention against children	1. % of VAC cases reduced	1. DHIS2. 2. Reports.	MMOH
	Care, support protection to elderly people increased from 81% to 100% by June 2026	1. Facilitate care, support and protection to elderly people.	1. % of care, Support and Protection to Elderly services.	1. Activity Reports	MMOH
	Care, support and Protection to PWD increased from 49% to 52% by June 2026	1. Increase care, support and protection to PWD.	1. % of care, Support and Protection to PWD increased	1. Activity Reports.	MMOH
	Social Welfare Monitoring & Evaluation systems strengthened from 4% to 20% by June, 2026	1. Strengthen social welfare Monitoring and evaluation system.	1. % of social welfare monitoring and evaluation intervention increased	1. Activity Reports.	MMOH
Emergency And Disaster Management Improved	Weak Capacity managing emergency/disaster reduced from 30% to 20% by June 2026	1. Strengthen capacity on Managing emergency and disaster.	1. % of capacity Building on managing disasters and disaster intervention	1. Activity Reports.	MMOH

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
Emergency and Disaster Management Improved	Capacity management emergency/disaster preparedness response strengthened from 30% to 50% by June 2026	1. Training on disaster management to Emergency committee Members conducted. 2 Kits of buffer stocks and Medical supplies Emergency preparedness And response procured for all health facilities.	1. Number of trainings/Workshops 2 Number of Buffer stocks and medical supplies procured.	1. Training report 2. Procurement report	MMOH
Multi-Sectoral Nutrition Services Improved	Stunting prevalence among children reduced from 29% to 24 by Jun, 2026	1. Improve identification, measurement and scale up coverage of stunting prevention intervention	1. Prevalence of Stunting among Children reduced.	1. DHIS2 2. Reports.	MMOH
	Prevalence rate Underweight among children 0-59 months reduced from 2.1% to 1 by 2026	1. Empower communities, Support and strengthen Health workers to promote healthy diet.	1. Prevalence rate of underweight Among children Reduced.	1. DHIS2 2. Reports.	MMOH
	Coverage and quality of integrated management of Severe Acute Malnutrition(SAM) Increased to above 0.3% by June 2026	1. Promote and Improved nutrition among children.	1. Prevalence rate of malnutrition Reduced.	1. DHIS2 2. Reports	MMOH

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
Sectoral Nutrition Services Improved	Prevalence Malnutrition among children reduced from 3% to 1% by June 2026	1. Promote and Improved nutrition among children.	1. Prevalence rate of malnutrition Reduced.	1. DHIS2 2. Reports	MMOH
	knowledge on risk factors for diet related non-Communicable diseases among population Increased from 75 % to 35 % by June, 2026	1. Encourage health eating Habits among Community.	1. % of Non-communicable Diseases reduced.	1. DHIS2 2. Reports.	MMOH

RESULT AREA 6: SOLID WASTE MANAGEMENT AND ENVIRONMENT

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	Cleaning and solid waste management services provided in 29 wards by June 2026	1. Allocate fund 2. employ cleanliness groups in all wards 3. provide cleanliness knowledge to the community	1. Number of wards provided with cleaning and solid waste management services	1. Activity Reports	MEMO
	Solid waste collection increased from 92,517 (71%) to 110,456 metric tons (85%) by June 2026	1. Allocate fund 2. provide cleanliness knowledge to the community	1. Tones of solid waste collected and disposed at disposal facility	1. Activity Reports 2. Physical Verification	MEMO
	70 skip pads for smooth loading and offloading of waste provided by June 2026	1. Allocate fund	1. Number of skip pads constructed.	1. Activity Reports 2. Physical Verification	MEMO

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	20 non- tipping trailers of six tons storage capacity provided in markets by 2026	1. Allocate fund	1. Number of trailers provided	1. Activity Reports 2. Physical Verification	MEMO
	20 cages of two tons capacity for waste segregation provided by 2026	1. Allocate fund	1. Number cages provided	1. Activity Reports 2. Physical Verification	MEMO
	80 waste skip of four tons storage capacity provided by 2026	1. Allocate fund	1. Number of waste skips provided	1. Activity Reports 2. Physical Verification	MEMO
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Sanitary landfill basic infrastructure increased from 4 to 7 by 2026	1. Allocate fund	1. Number of basic infrastructure constructed	1. Activity Reports	MEMO
	Solid waste management budget allocation increased from 16% to 20% by June 2026.	1. Allocate fund	1. Percentage spent in SWM	1. Activity Reports	MEMO
	Community sensitization programs implemented in 29 wards 41 Villages and 136 mitaa by June, 2026	1. IEC promotion, community meetings, WDCs, School environmental clubs	1. IEC materials disseminated, 2. Number of meetings conducted, 3. number of environmental clubs	1. Activity Reports	MEMO
	28 technical staff capacitated on integrated solid waste management technologies by June, 2026	1. Allocate fund for Capacity building to technical staff	1. Number of technical staff trained	1. Activity Reports	MEMO

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Collaborative integrated solid waste management projects increased from 2 to 5 by June, 2026	1. Develop and implement SWM projects	1. Number of projects implemented	1. Activity Reports	MEMO
	Local youth and women groups engaged in Community – Based Solid Waste Management Approach increased from 0 to 10 by June, 2026	1. Engagement of youth and women groups in SWM	1. Number of youth and women groups engaged in Community Based SWM Approach	1. Activity Reports	MEMO
	36 Community Groups engaged in littering control as Municipal sheriffs at ward level by June, 2026	1. Enforcement of environmental laws, bylaws and regulations	1. Number of Community Groups engaged in littering control	1. Activity Reports	MEMO
G. Management of Natural Resources and Environment Enhanced and Sustained	1 Environmental education section for community behavioural change formulated by June 2026	1. Recruitment of staff	1. Number of staff recruited and capacitated	1. Activity Reports	MEMO
	10 Environment continuity education programs designed and implemented by June 2026	1. IEC promotion, community meetings, WDCs, School environmental clubs	Number of environment education programs implemented	1. Activity Reports	MEMO

RESULT AREA 7: PRIMARY EDUCATION

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	900 Teachers Houses in 73 Primary Schools constructed by June 2026	1. Mobilize fund, Sensitize community	1. Number of Teachers houses constructed	1. Physical verification 2. Activity report	MEO(P)
	400 classrooms in 73 Primary schools constructed by June 2026	1. Mobilize fund, 2. Sensitize community	1. Number of classrooms constructed	1. Physical verification 2. Activity report	MEO(P)
	Enrolment in primary Education Improved from 99.2% to 100% by June 2026	1. Sensitize community to To construct more learning infrastructures	1. Number of learning infrastructures constructed	1. Physical verification 2. Activity report	MEO(P)
	Conducive learning and working environment for Adult education improved by June 2026	1. Mobilize fund Create awareness	1. Number of adult education centres improved	1. Physical verification 2. Activity report	MEO(P)
	Sports and Games play ground in 73 primary schools improved by June 2026	1. Mobilize fund	1. Number of Sport and Games play ground improved	1. Physical verification 2. Activity report	MEO(P)
	Standard Seven Pass Rate in National Examinations increased from 82.4 % up to 100% by June 2026	1. Sensitize community Mobilize fund 2. Close learn supervision in all Schools	1. Percentage of Pupils pass rate increased	1. Physical verification 2. Activity report	MEO(P)
	Standard Four Pass Rate in National Examinations increased from 86% up to 100% by June 2026	1. Sensitize community Mobilize fund 2. Close learn supervision in all Schools.		1. Physical verification 2. Activity report	MEO(P)

RESULT AREA 8: SECONDARY EDUCATION

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	300 Secondary Teachers' house in all 23 secondary Schools constructed by 2026	1. Mobilize Fund rising from educational stakeholders 2. Fund allocation in annual Council Budgets	1. Number of teachers' house constructed	1. Physical verification 2. Activity report	MEO(S)
	350 Teachers' chairs and 450 teachers' tables fabricated by 2026	1. Mobilize Fund rising from educational stakeholders 2. Fund allocation in annual Council Budgets	Number of teachers' chairs and tables fabricated	1. Physical verification 2. Activity report	MEO(S)
E. Good Governance and Administrative Services Enhanced	Capacity building to 550 Primary Education department staffs provided by June, 2026	1. Conduct regular teacher's in-service training on competence based curriculum at district level. 2. Encourage teachers' subject clubs to be formed at district level	1. Number of teachers trained. 2. Number of teachers' subject clubs formed	1. Activity report	MEO(S)
C. Access to Quality and Equitable Social Services Delivery Improved	Form four examination results performance rate increase from 72% to 90% by 2026	1. Mobilize all education stakeholders to be responsible in all process of students' performance. 2. Frequently reminding teachers' core functions to all students under their care 3. To have students' moral capital building toward excellent academic performance	1. Number of students passed National Examination 2. Number of moral capital building days conducted	1. Activity report	MEO(S)

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	Form six examination Results performance increase from 92% to 100% by 2026	1. Mobilize all education stakeholders to be responsible in all the process of students' 2. Performance. Frequently reminding teachers' their core functions to all students under their care 2. To have students' moral capital building toward excellent academic performance	1. Number of students passed National Examination 2. Number of moral capital building days conducted	1. Activity report	MEO(S)
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Construction of Teachers and students' latrines in Secondary Schools increase fromto.....by June, 2026	1. Mobilize Fund from educational stakeholders 2. Set budget for construction of pit latrines in Council own source revenue.	1. Number of students' latrines constructed	1. Physical verification 2. Activity report	MEO(S)
	Construction of classrooms in Secondary Schools increase fromto.....by June, 2026	1. Create awareness to the community, Educational stakeholders, and NGOs about contributing to classrooms constructions 2. Set budget for construction of pit latrines in Council own source revenue.	1. Number of classrooms constructed	1. Physical verification 2. Activity report	MEO(S)
	Construction of dormitories in Secondary Schools increase fromto.....by June, 2026	1. Mobilize Fund rising from educational stakeholders 2. Set fund through council annual budget	1. Number of dormitories constructed	1. Physical verification 2. Activity report	MEO(S)

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
E. Good Governance and Administrative Services Enhanced	Working facilities to Secondary School staffs provided by 2026	1. Allocate fund	1. Number of staffs provided with working facilities	1. Physical verification 2. Activity report	MEO(S)
	Capacity building training to 250 Secondary Education department staffs provided by June, 2026	1. Allocate for in-service training 2. To conduct workshops and seminars by using various facilitators	1. Number of staffs trained		

RESULT AREA 9: COMMUNITY DEVELOPMENT GENDER YOUTH AND CHILDREN

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS prevalence in Tabora Municipal Council Reduced from 2.8% to 1.5% by 2026.	1. community Sensitization 2. mobilization meetings	1. Number of MMACs formulated 2. Number of Mobilization Meeting	1. Activity report	MCDO
E. Enhance Good Governance ,and Administrative services by June 2025	Community participation in development activities Increased by June, 2026	1. Allocate fund for mobilization 2. conduct mobilization meetings	1. Number of community members mobilized 2. Number and type of the development projects raised	1. Activity report	MCDO
	Community groups rights marginalization (children, youth, women, elders and disabled) advocated by June, 2026	1. Conduct community meeting 2. Allocate fund	1. Number of forums and councils conducted	1. Activity report	MCDO

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
F. Social Welfare, Gender and Community Empowerment Improved	Women, Youth and People with Disabilities groups issued with economic loans Increased from ... to by June 2026.	1. Set fund in the Council Annual budget	Number of women, Youth and People with Disabilities groups issued loans	1. Activity report	MCDO
	Education on entrepreneurship and project management knowledge and skills to special economic groups (Women, Youth& People with Disabilities) provided by 2026.	1. Allocate budget 2. conduct workshops and Seminars	1. Number of special economic groups (Women, Youth& People with Disabilities) acquired knowledge	1. Activity report	MCDO

RESULT AREA 10: WORKS

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
A. Services Improved and HIV/AIDS Infections Reduced.	HIV/AIDS capacity building to 23 Works department Staff provided by June 2026.	1. Allocate fund	Number of staff capacitated on HIV/AIDS prevention.	1. Activity report	ME
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	public building in 29 ward supervised and coordinated by June 2026	1. Inspect, supervise and monitor implementation of public and private buildings works 2. Quality control and Quality Assurance 3. Allocate Fund	1. Number of buildings inspected and Supervised	1. Quarterly Development progressive report 2. Physical verification	ME

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
D. Quality and Quantity of Socio-Economic Services and Infrastructure	30 Council vehicles maintained and 6 vehicles Purchased by June 2026	1. Allocate Budget 2. Procure Vehicles	1. Number of vehicles purchased/ maintained	1. Quarterly Development progressive report 2. Physical verification	ME
	Rehabilitation and maintenance of street Lights ensured by June 2026	1. Maintain and rehabilitate street lights 2. Allocate Fund	1. Number of street lights maintained and rehabilitated	1. Quarterly Development progressive report 2. Physical verification	ME
	Ward street and Village roads network Increased from 875.85 km to 1275.85km by June 2026	1. Mobilize stakeholder's fund 2. Routine maintenance of feeder road 3. Sport maintenance of street roads 4. Periodic maintenance of 250km of gravel road	1. Number of km upgraded/ rehabilitated 2. Number of equipment and machine purchased	1. Quarterly Development progressive report 2. Physical verification	ME

RESULT AREA 11: URBAN PLANNING, LAND AND NATURAL RESOURCE

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
A. Services Improved and HIV/AIDS Infections Reduced	Knowledge on HIV/AIDS prevalence and services to 15 departmental staff provided by June, 2026	1. Conduct Seminars/workshops 2. Budget allocation	1. Number of staff provided with knowledge, prevalence and services	1. Activity report	MUPO
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Knowledge on corruption to 15 departmental staff provided by June, 2026	1. Conduct Seminars/workshops 2. Print Brochures with Anti-Corruption message	1. Number of reported corruption cases extinct	1. Activity report	MUPO

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	Integrated land management information system installed by June 2026	1. Mobilize resources required for ICT, 2. conduct Technical capacity building for ICT staffs	1. Number of Installed Land Management Information System	1. Physical verification 2. Activity report	MUPO
	Land compensation to acquire Land for Investment increased from 50Acre to 150Acre by June 2026	1. Allocation of fund in the council Budget	1. Number of land owners Compensated	1. Physical verification 2. Activity report	MUPO
	Land Survey and registration in Tabora Municipality increased from 5,000 plots to 10,000 plots by June 2026	1. Allocation of fund in the council Budget	1. Number of plots Surveyed and registered 2. Revenue collected from land rent.	1. Physical verification 2. Activity report	MUPO
E. Good Governance and Administrative Services Enhanced	Tourism Attractions Data Base installed by June 2026	1. Conduct interviews with elders who remember the history,	1. Tourism attractions Database installed	1. Activity report	MUPO

RESULT AREA 12: FINANCE AND TRADE

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	Actual own source revenue collection increased from 5.3 billion to 7.1 billion by 2026	1. Educate tax-payers on voluntary compliance to pay taxes, levies and fees. 2. Procure tools and equipments. 3. Recruit competent revenue collectors. 4. Create new sources of revenue given available opportunities. 5. Utilize revenue potentials.	1. Actual own source revenue collected increased	1. Activity report	MT

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
C. Access to Quality and Equitable Social Services Delivery Improved	12 Accountants,6 Accounts assistants and 6 trade officers provided statutory employment benefits by 2026	1. Set aside enough budgets for claims settlement. 2. Prepare Schedule for settlement of claims.	1. Number of Accountants, assistants Accounts and trade officers provided statutory employment benefits	1. Activity report	MT
	12 Accountants,6 Accounts assistants and 6 trade officers Trained as per training plan by 2026	1. Prepare employees training plan	1. Number of Accountants, Accounts assistants and trade officers trained	1. Activity report	MT
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Preparation of Financial statements annually enhanced by 2026	1. Provision of training to Accountants responsible for preparation of financial Statement. 2. Attending Seminars and workshops so that to be equipped with all updates regarding standards(IPSAS)	1. Financial Statements prepared and submitted.	1. Activity report	MT
	Business license issued increased from 11,500 to 20,000 by 2026	1. Make routine inspection to Businessmen. 2. Train businessmen on the necessity of having license	1. Number of business licenses issued	1. Activity report	MT
	7 markets facilities in Tabora Municipal Council rehabilitated by June, 2026	1. Use of Public Private Partnership in construction of markets. 2. Use loan facilities for market's construction. 3. Use of Council Own Source revenue to construct markets	1.Number of markets rehabilitated	1. Physical verification 2.Activity report	MT

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	4 Markets facilities for petty traders (Machinga) constructed by 2026	1. Use of Public Private Partnership in construction of markets. 2. Use loan facilities for market's construction. 3. Use of Council Own Source revenue to construct markets.	1. Number of Markets constructed	1. Physical verification 2. Activity report	MT
A. Services Improved and HIV/AIDS Infections Reduced	Awareness on HIV/AIDS at working place provided to 8 staff by June 2026	1. provide in-house training to ICT and PR unit staff on HIV/AIDS Including HIV/AIDS issues as an agenda to unit meetings by inviting an expert to talk about	1. Number of ICT and PR staff provided awareness on HIV/AIDS	1. Activity report	MT
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness on Anti-corruption strategy provided to 8 staff at working place by June 2026	1. Conduct Unit meetings for integration of corruption prevention strategies 2. Motivate and create a conducive working environment to all Unit staff to avoid Corruption practices	1. Number of ICT and PR staff provided awareness on Ant-corruption	1. Activity report	MT

RESULT AREA 13: INFORMATION COMMUNICATION AND PUBLIC RELATIONS

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
A. Services Improved and HIV/AIDS Infections Reduced	Awareness on HIV/AIDS at working place provided to 8 staff by June 2026	1. provide in-house training to ICT and PR unit staff on HIV/AIDS Including HIV/AIDS issues as an agenda to unit meetings by inviting an expert to talk about	1. Number of ICT and PR staff provided awareness on HIV/AIDS	1. Activity report	MICTO
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness on Anti-corruption strategy provided to 8 staff at working place by June 2026	1. Conduct Unit meetings for integration of corruption prevention strategies 2. Motivate and create a conducive working environment to all Unit staff to avoid Corruption practices	1. Number of ICT and PR staff provided awareness on Ant-corruption	1. Activity report	MICTO
Information and communication Technology improved	Technical skill for ICT and Public Relations provided by June 2026	1. Provide training	1. Number of ICT&PR staff trained	1. Activity report	MICTO
Information and communication Technology improved	ICT infrastructure in 18 departments/units maintained and equipped by June 2026	1. Provide and maintain ICT infrastructure continuously 2. Install Local Area Networking system 3. Allocate fund	1. Number of Departments/units maintained and equipped with infrastructure	1. Physical verification 2. Activity report	MICTO
	Communication systems and services to 18 departments/units provided by June 2026	1. Maintain and connect communication system in 18 departments/units 2. Allocate Fund	1. Number of Departments/units connected with communication system	1. Physical verification 2. Activity report	MICTO

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
Information and communication Technology improved	Training on ICT skills provided to 18 Departments / units by June 2026	1. Train staff	2. Number of Departments/units trained on ICT skills	1. Activity Report	MICTO
Information and communication Technology improved	ICT and Public Relations unit operations facilitated by June 2026	1. Purchase various working tools includes laptops, PoS machines, modern camera, and tape recorders, OB VAN Machine and other office consumables	Availability of working tools in ICT & PR offices	1. Physical verification 2. Activity report	MICTO

RESULT AREA 14: ELECTION

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
E. Good Governance and Administrative Services Enhanced	Free and Fair Election in all 29 Municipal Wards conducted by June 2026	1. Update Voters Registration Book in all 136 Mitaa and 41 villages 2. Enhance dissemination of election materials e.g. vote ballots, inks etc. In all 29 Wards 3. Ensuring supervision of election campaign in all Wards	1. Number of Voters registered 2. Number of election materials disseminated	1. Activity report	EO
	Working environment for employees of election unit strengthened to 100% by June, 2026	1. Mobilize Funds to enable supervision	1. Number of working materials supplied.	Activity report	EO

RESULT AREA 15: PROCUREMENT MANAGEMENT UNIT

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
A: Services Improved and HIV/AIDS Infections Reduced	Awareness on HIV/AIDS to 5 procurement Management Unit Staffs working provided to staff by June 2026	1. Train on sexual transmitted Infections & education on the use of condoms to PMU staffs 2. Distribute condoms to PMU Section staffs	1. Number of PMU staff provided awareness on HIV/AIDS	1. Activity report	MSO
B: National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness on Anti-Corruption Strategy at working Place provided by June 2026	1. Conduct one-day training on petty and grand corruption to all PMU staffs 2. Improve and strengthen council services delivery 3. Foster Transparency, integrity and accountability in the conduct of public affairs	1. Number of PMU staff provided awareness on Anti-Corruption Strategy	1 Activity report	MSO
E: Good Governance and Administrative Services Enhanced	Awareness on procurement procedures to All council stakeholders provided by June 2026	1. Facilitate short and long courses training to 4 PMU staffs 2. Conduct five days training to All council stakeholders on Public Procurement Act 2011 and its Regulations of 2013, and Public Procurement (Amendment) Act, 2016	1. Number of PMU staff, Tender Board members and Head of Departments and Sections provided awareness on procurement procedures	1. Activity report	MSO
	Conducive working environmental to PMU staff Strengthened by 2026	1. Allocate Fund 2. Create conducive working Environment	1. Number of Working Materials provided	1. Activity report	MSO

RESULT AREA 16: BEEKEEPING

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
G: Management of Natural resources and Environment enhanced and sustained	Sites with functioning Api – agro – forestry increased from 5 to 20 by June 2026;	1. Allocate Fund 2. provide Awareness on benefits of Agro-forest products	1. Number of functioning Api-agro-forest created	1. Activity report	MBO
	Certified producers, processors and traders on bee products quality increased from 2 to 5 by 2026	1. Allocate Fund 2. provide Awareness on benefits of Agro-forest products	1. Number of Certified producers, processors and traders Educated	1. Activity report	MBO
	Honey production increased from 27,100Kgs to 100,000Kgs by June 2026;	1. Allocate Fund 2. provide Awareness on Honey harnessing	1. Number of Honey kilograms produced	1. Activity report	MBO
	Bee products processing groups using honey, beeswax and other bee products as ingredients for making secondary products increased from 2 to 10 by June 2026;	1. Allocate fund 2. Educate bee products processing groups on better ways using bee products to create income	1. Number of groups educated	1. Activity report	MBO
	Bee venom production increased from 352 grams to 2,000Kgs by June 2026.	1. Allocate fund for awareness provision	1. Number of Venom produced	1. Activity report	MBO
	Beekeeping groups increased from 33 to 50 by June 2026,	1. Encourage groups for beekeeping 1. Allocate fund	1. Number of beekeeping groups formed	1. Activity report 2. Physical Verification	MBO

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
G: Management of Natural resources and Environment enhanced and sustained	Processing industries for honey, beeswax and other bee products using efficient technology increased from 3 to 4 by June 2026	1. Allocate Fund	1. Number of processing industries created	1. Activity report 2. Physical Verification	MBO
	Apiaries for Api-tourism increased from 0 to 3 by June 2026	1. Allocate Fund	1. Number of Api-tourism created	1. Activity report 2. Physical Verification	MBO
	Mechanism of self-financing to 15% of the existing beekeeping groups, cooperatives and associations established by June 2026	1. Allocate Fund	1. Number of beekeeping groups, cooperatives and associations with self financing established	1. Activity report 2. Physical Verification	MBO
	Apiaries in agricultural and forest lands increased from 30 to 50 by June 2026	1. Provide awareness 2. Allocate fund	1. Number of agricultural and forest lands apiaries	1. Activity report	MBO

RESULT AREA 17: LEGAL AND SECURITY

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
E. Good Governance and Administrative Services Enhanced	Number of cases facing the council reduced from 16 to 4 by 2026	1. Early settlement of disputes out of Court. 2. Advise the Urban Planning department to comply with the laws relating to land acquisition.	1. Number of cases reduced.	1. Activity report	MLO

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
	29 Ward Tribunal Members trained on their Jurisdiction by 2026	1. Conduct Seminars to Ward Tribunal Members. 2. Conduct periodic visits to the Ward Tribunals and discuss challenges facing them.	1. Number of Tribunal members trained.	1. Activity report	MLO
	Regulations/Guidelines on implementation of Ward Tribunal Activities provided to 29 Ward Tribunals by 2026	1. Formulate Regulations/Guidelines on implementation of Ward Tribunal activities.	1. Number of Regulations/Guidelines on implementation of Ward Tribunal activities distributed	1. Activity report	MLO
	Number of seminars/training for legal section staff increased from 2 to 10 by 2026	1. Insure participation of Staff to the conducted professional seminars. 2. Increase the budgeted amount for Seminars and Professional meetings on the upcoming budget.	1. Number of Seminal/training conducted.	1. Activity report	MLO

RESULT AREA 18: INTERNAL AUDIT

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
E. Good Governance and Administrative Services Enhanced	Internal controls to 12 departments and 6 units reviewed and capacitated by 2026	1. Mobilization of Resources 2. Test effectiveness and adequacy of internal control 3. provide training on Internal control to 12 departments and 6 units	1. Number of departments and Units Reviewed and capacitated with Internal controls	1. Activity report	MIA

Objectives	Target	Strategies	Performance indicators	Means of verifications	Responsible officer
E. Good Governance and Administrative Services Enhanced	Capacity building on professional development to 3 internal audit unit staffs provided by 2026	1. Conduct training on professional development 2. Mobilize finance for the training	1. Number of staffs of Internal audit Unit capacitated on professional development	1. Activity report	MIA
	Unqualified audit report obtained by June 2026	1. Conducting Financial Performance engagements 2. Follow ups of implementation of LAAC Directives, external recommendations 3. Conducting six audit committee meetings 4. Supervision and auditing projects in 29 wards	1. Number of Financial and Performance Audit conducted 2. Number of meeting conducted 3. Number of Projects audited and supervised	1. Quarterly Internal Audit reports 2. Training reports 3. Quarterly Audit committee minutes 4. Training certificates	MIA
	Working facilities to 4 staffs of Internal audit unit provided by 2026.	1. Plan and procure working facilities	1. Number of staffs provided with working facilities	1. Activity report	MIA

PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORK INTERNAL AND EXTERNAL REPORTING PLAN

5.1 Plan Implementation

The implementation of Tabora Municipal Council's strategic plan 2021/2022 - 2025/2026 shall be under the control of the Municipal Director who is the custodian of this plan. The Municipal Director shall be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. Moreover, with the support of the management, shall regularly report to the respective statutory authorities with regards to the strategic plan implementation and its overall performance. For the successful coordination of all Result Areas, the Economic Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of this strategic plan. Thus, the respective Departments and Sections with a helping hand from the key stakeholders from within and outside the council shall be responsible for the day to day operation of the Strategic Planed activities that shall derived from respective targets and included in the Medium Term Expenditure Framework for annual costing and implementation.

5.2 Plan Monitoring

Monitoring for Tabora Municipal 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 observation of the results of planed activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan. Therefore, monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

- Determine whether implementation is focused on the fulfilment of the vision and mission of the Municipal Council.
- Facilitate review of the implementation process
- Facilitate feedback to management which is necessary for decision making
- Ensure that strategic objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Tabora

a Municipal Council Community including the Municipal Management Team and the Full Council. Presentations shall be made to make sure that table number 12 below shall guide the format of the progress reports.

Table 2: Example of quarterly progress report

S/No.	Strategic c objecti ve	Planned activitie s	Planned budget	Actual expenditu re	Planned targets	Achievemen ts	Remedial action

A part from reporting at the various Municipal Council Committees, there shall be one internal review meeting which will be conducted annually, bringing together the representative of all internal stakeholders to review the strategic plan implementation process. Once in two years, these meetings will also involve external stakeholders. These meetings together with the discussions in various committees will provide opportunities to enhance awareness and ownership of the strategic plan.

5.3 Plan Evaluation

In order to assess the plan performance, three types of evaluations are recommended; there shall be on-going evaluation that shall be taking place throughout the life span of this strategic plan at specified period preferably on annual basis. At this stage it is recommended that the evaluation exercises are conducted at the end of the financial year. There shall be also Midterm review as an interim evaluation that shall be conducted after two and half years to be carried out by internal evaluators. The Midterm review shall draw lessons from the previous annual implementation period and in the process generate information that can be utilized in the subsequent period of plan implementation. This evaluation will focus at the Matching activity funding with plan implementation, evaluation and review. The third type of evaluation to be carried is terminal evaluation that shall be carried out at the end of the plan period to determine achievements, failure and constraints. This is preferably done by using external evaluators with the assistance from internal evaluators. Here detailed assessment of each plan components will be done. Both the quarterly ones, annually and midterm reports shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan.

Specifically, the evaluation of the Tabora Municipal Council Strategic Plan (2026/2022 - 2025/2026) shall largely aim at:

- (i) Establishing whether the Municipal Council is mobilizing adequate resources and the use of such scarce resources is justifiable.
- (ii) Assessing the reasons given with regards to success or failure in achieving implementation targets
- (iii) Understanding whether the Plan implementation is achieving desired impact in fulfilling the Council Objectives Mission and Vision

During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress shall be used. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources. Performance 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.

5.4 Plan Review

Plan review is carried out in order to remain focused in realizing the Municipal Council core missions, strategic objectives, targets and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. 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 review after two and half years and a major Plan review after five years.

Table 3: A Review Plan

S/No.	Years	Planned Review	Time Frame	Responsible
1.	Year 1: 2026/22	Annual Performance review	May, 2026	Head of Department responsible for Economic Planning, Monitoring and Statistics
2.	Year 2: 2022/23	Annual Performance Review	May, 2022	
3.	Year 3: 2023/24	Mid-term review	March, 2023	
4.	Year 4: 2024/25	Annual Performance Review	May, 2024	
5.	Year 4: 2025/26	Final MDCSP Outcome Review	May, 2025	

5.5 Internal Reporting Plan

There shall be internal reporting plan to control the periodic internal reporting system during plan implementation period. In this case there shall be six internal reports disseminated to a range of committees; these reports include: Council Procurement Report provided quarterly, Council Audit Report provided quarterly, Council workers report provided bi annual, Council Fraud and Risk Management Reports provided quarterly, Council Progress Reports provided monthly, Council Finance and administration Report provided monthly.

Table 4: Internal Reporting Plan

S/No.	Types of Report	Recipient	Frequency	Responsible
1.	Council Progress Reports	Management Team, Council standing Committee & full Council	Quarterly	Head of department responsible for Economic Planning, Monitoring and Statistics
2.	Council Audit Report	Audit Committee,	Quarterly	Head of section responsible for Internal Audit
3.	Council workers report	Workers Board Meeting	Bi annual	Head of department responsible for Human Resource and Administration
4.	Council Fraud and Risk Management Reports	Council Management, Finance Committee	Quarterly	Head of department responsible for Economic Planning, Monitoring and Statistics
5.	Council Finance and administration Report	Finance and administration Committee	Monthly	Head of department responsible for Finance
6.	Council Procurement Report	Finance and administration Committee	Monthly	Head of Section Responsible for Procurement

5.6 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: The Council CCM Manifesto Implementation Report submitted to the Commissioner Officer, Regional Administrative secretary and to the Ministry Responsible for Local Government. The Council Performance and Progress Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Annual Audited Financial Statements submitted to Regional Administrative Secretary, Ministry Responsible for Local Government and the Controller and Auditor General. The Council Fraud and Risk Management Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Council Audit Report submitted to the Regional Administrative secretary and Ministry of Finance, the Council Procurement Report submitted to Regional Administrative secretary and Public Procurement Regulatory Authority. And the Council Sector Progress Report submitted to Regional Administrative secretary and Ministry responsible for each sector.

Table 5: External Reporting Plan

S/No.	Type of Report	Recipient	Frequency	Responsible
1.	Council CCM Manifesto Implementation Report	Commissioner Officer, Regional Administrative Secretary and Ministry Responsible for Local Government	Biannual	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Performance and Progress Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
3.	Annual Audited Financial Statements	Regional Administrative secretary and Ministry Responsible for Local Government ,CAG	Annually	Head of department responsible for Finance
4.	Council Fraud and Risk Management Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
5.	Council Audit Report	Regional Administrative secretary and Ministry of Finance	Quarterly	Head of Internal Unity Section
6.	Council Procurement Report	Regional Administrative secretary and Public Procurement Regulatory Authority	Quarterly	Head of Section Responsible for Procurement
7.	Council Sector Progress Report	Regional Administrative secretary and Ministry responsible for each sector	Quarterly	HoD/Section responsible for each Sector