

Table of Contents

List of Abbreviations and Acronyms	5
Statement of the Honourable Mayor	Error! Bookmark not defined.
Forward by Municipal Director	10
CHAPTER ONE	12
INTRODUCTION	12
1.0 Background Information and Overview	12
1.1 Sumbawanga Municipal Profile.....	12
2.0 Methodology.....	14
CHAPTER TWO	16
SITUATION ANALYSIS	16
2.0 Introduction	16
2.1 Mandate and Function of Sumbawanga Municipal Council	16
2.2 Current Vision	17
2.4 Current Mission statement	18
2.5 Performance Review	18
2.6 Summary of the Key National and International Target of the Medium Term Target (2016-2017)	10
2.7 Stakeholders' analysis.....	12
2.8 SWOT/C Analysis.....	17
CHAPTER THREE.....	24
THE PLAN 2016/17 - 2020/21	24
3.0 Introduction	24
3.1 Vision.....	24
3.2 Mission	24
3.3. Core values.....	24
3.4 OBJECTIVES, STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS.....	25
CHAPTER FOUR	39
RESULTS FRAMEWORK	39

4.0 Introduction	39
4.1 The development objective	39
4.2 Beneficiaries of the Sumbawanga Municipal Council Services	40
4.3 Linkage with MKUKUTA	40
4.4 The Result Framework Matrix or Monitoring Plan.....	40
4.6. Planned Reviews	68
ANNEX I	71
ANNEX II	73

List of Table

Table 1: Municipal Population Distribution	13
Table 2: Administrative structure of Sumbawanga Municipality	13
Table 3: Services offered and stakeholders Council expectations.....	13
Table 4: Internal factor (Strengths and weakness)	18
Table 5: External Factor (Opportunities, Threat/Challenges)	20
Table 6: The Result Framework or Monitoring Plan	41
Table 8: Planned Reviews	69

List of Figure

Figure 1: Location of Sumbawanga Municipal Council	7
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List of Abbreviations and Acronyms

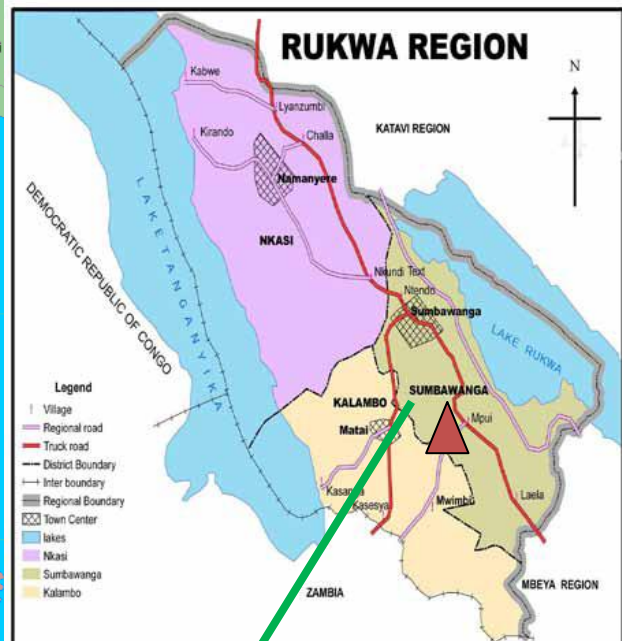
AIDS	-	Acquired Immune Deficiency Syndrome
ALAT	-	Association of Local Authority of Tanzania
CCM	-	Chama Cha Mapinduzi
CDCF	-	Community Development Catalyst Funds
COWSOs	-	Community owned Water Supply Organizations
EIA	-	Environmental Impact Assessment
FYDP	-	Five Year Development Plan
GoT	-	Government of Tanzania
LGRCIS	-	Government Revenue Collection Information System
M&E	-	Monitoring and Evaluation
MECON	-	Municipal Economist
MENG	-	Municipal Engineer
MESO	-	Municipal Environmental and Sanitation Officer
MHRO	-	Municipal Human Resource Officer
MKUKUTA	-	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini
MMO	-	Municipal Medical Officer
MPEO	-	Municipal Primary Education Officer
MPO	-	Municipal Planning Officer
MSD	-	Medical Stores Department
MSEO	-	Municipal Secondary Education Officer
MTEF	-	Medium Term Expenditure Framework
MWE	-	Municipal Water Engineer
NGOs	-	Non-Governmental Organization
O & OD	-	Obstacles and Opportunity to Development
OPD	-	Out Patient Department
PLHIV	-	People Living with HIV/AIDS

PO-RALG	-	President Office – Regional Administration and Local Government
SACCOS	-	Savings and Credit Cooperative Societies
W-MAC	-	Ward Multi-Sectoral Aids Committee
WSDP	-	Water and Sanitation Development Programme Phase

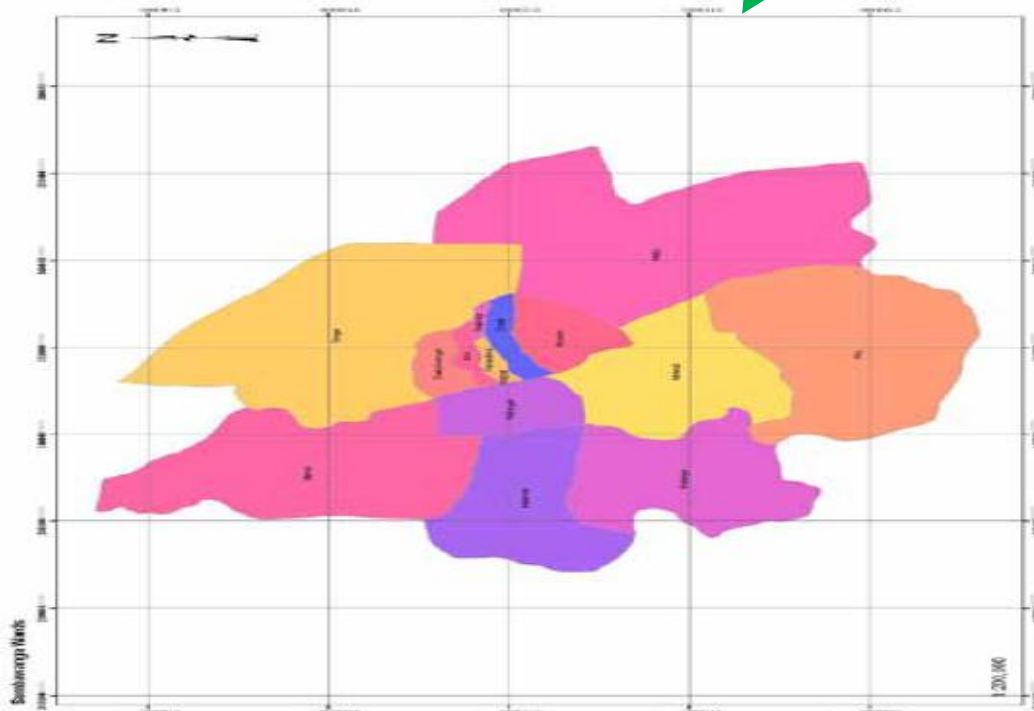
Location of Sumbawanga in Map



Location of Sumbawanga in Rukwa Map



Sumbawanga Map by Wards



Key:  - Sumbawanga in Tanzania Map;  - Sumbawanga in Rukwa Map and;  Sumbawanga Map by Wards.

Figure 1: Location of Sumbawanga Municipal Council

Statement of the Honorable Mayor



First and foremost may, I take this opportunity to acknowledge the government of the United Republic of Tanzania for the numerous efforts to make both financial and human resource available as well as ensuring all public goods are efficient delivery in Sumbawang Municipal Council. Also the various Community partners have been supporting the council efforts in various ways including the valuable support in development activity.

This 2017/2018 – 2021/2022 Municipal Strategic Plan has been prepared in accordance to the National frameworks which guides the preparation of strategic plan. The National development Vision 2025, FYDP II (2016/17-2020/21), Development Agenda 2030 (Sustainable Development Goals), The National Strategy for Economic Growth and reduction of Poverty 2015 (NSGRP II), CCM General election manifesto 2015, Public Service Reform Programme (PSRP II), national and sectorial policies and other ongoing Local Government and public reforms just to mention a few.

The plan has outlined our Mission, Vision, Objectives and targets for the medium term 2017/2018 – 2021/2022 and implementation process is expected to be in accordance to the set up rules, regulations and procedures which in the end will bring about the intended results and

broader sustainable development to the people living in Sumbawanga municipal.

I understand all the challenges which are ahead of us. But in order to achieve the intended objectives especially that of improving service delivery to the municipal population, I strongly urge all stakeholders to play their part and participation in all stages of implementation process leading to improvement in service delivery over the next five years.

Finally, I call upon all councilors, village government and all council staff to take into consideration the reforms measures undertaken by the Fifth Phase Government, within the motto of "*Hapa Kazi Tu*", so that together we can realize the intended results in the next five years.

Hon: Justin E. Malisawa
MAYOR
SUMBAWANGA MUNICIPAL COUNCIL



Forward by Municipal Director

With pursuant to Local Government (Council Authorities) Act as revised in the year 2000; under the S.54 (1) (a)-(g) of the act, Sumbawanga Municipal Council has continued to performing number of responsibilities within area of jurisdiction such

as; maintenance of peace, order and good governance; promote the social welfare and economic well-being, ensuring effective and equitable social services delivery and ensure proper mobilization and utilization of council resources; subject to the national laws, policy and programme for social and economic development of Sumbawanga Municipal Council.

The methodology adapted for preparation was participatory approach and also multifaceted, including consultations from our Council management team (CMT) and all stakeholders, also reviews of key national planning documents i.e (vision 2025, FYDP II, MKUKUTA II, CCM Election Manifesto 2015) as well as previous strategic plan and council MTEF. It also plan benefitted from international development Agenda 2030 for sustainable development.

Through commendable achievements from our previous strategic plan including expanded service delivery especially in health, water, education and roads just mention a few, as well as increase own source collections through LGRCIS, waste collection management, preparation of General Planning Scheme, recruitment and capacity building of council staff. In order to meet a well-envisioned next Five-year Strategic Plan (2017/18 – 2021/22). The strategies are: to deliver standard and equitable customer focus, efficient, accountability and transparency in a

best fit organizational structure, Enhancement council revenue collection, Support of development projects in line with value of money through strengthening M&E, and Improve and management of environment.

This strategic plan is the guiding reference document for the preparation of our annual plans. Henceforth, I wish therefore, to commend all staff of Sumbawanga municipal council for the effort deployed towards finalizing the plan.

It gives me great pleasure to launch this strategic plan for 2017/18 – 2021/22 which is expected to be implemented from July, 2017.

Hamid A. Njovu
Municipal Director
Sumbawanga Municipal Council

CHAPTER ONE

INTRODUCTION

1.0 Background Information and Overview

The history of Sumbawanga Municipality can be traced as far back as 1914, when the natives knew the name of the place as Sumbawanga. By 1929 the name of the settlement was adopted as an administration capital of the then Native African authority. In 1950 the UFIPA Municipal Council was installed.

By 1982 the town was designated a Township, by Act No. 8 of Local Government Authorities. It had a population of 61,223 residents by then. As from 31/10/2005 the township was upgraded to the Municipality status along with its 25 registered villages.

1.1 Sumbawanga Municipal Profile

Sumbawanga Municipal council is one of the four councils forming Rukwa region, it is also headquarter of the Region. Other districts include Sumbawanga Rural, Kalambo na Nkasi. The municipal council occupies a total area of 1329 km². Total area for town is 39.6 km² and rural area present 1292.44km². The council lies between latitude 07°48' to 08°31' south of equator and longitude 30°29' to 31°49' east.

1.2.1 Population Distribution and Administratively Unit

According to national census 2012, Sumbawanga Municipal Council has total population of 209,793 people of whom 100,734 are male and 109,059 are female (Table 1). Administratively, Municipal has divided into 2 divisions namely Lwiche and Itwelele, 19 wards, 24 Villages, 167 Mita's and 173 hamlets. On the other hand, 5 wards are urban, 8 wards are mixed urban and 6 wards are rural as indicated in Table 2.

Table 1: Municipal Population Distribution

Descriptions	Year (Census 2012)	Metric
Total population		209,793
Male	(Census 2012)	100,734
Females	(Census 2012)	109,059

Source: National Bureau of Statistics (NBS), 2012

Table 2: Administrative structure of Sumbawanga Municipality

Urban wards	Mixed wards	Rural wards/Village
Mazwi	Malangali	Ntendo
Izia	Lwiche	Matanga
Katandala	Sumbawanga	Mollo
Kizwite	Majengo	Pito
Chanji	Mafulala	Milanzi
	Senga	Kasense
	Msua	
	Momoka	

Source: Sumbawanga Municipal Council, 2016

1.2.2 Climate

Sumbawanga Municipal Council enjoys a dry sub-humid climate for the most part of the year. The average temperature is 27°C, a dry cool temperature starts from May-October and the coolest season is June – July with a temperature falling to 16°C and even 5°C. Rains start in November and end in April.

On the average Sumbawanga Municipality gets moderate rainfall between 900mm-1000mm per year. The rains are usually accompanied with frequent lightings.

The vegetation has been highly modified by man's activities especially heading, cultivation and harvesting of forest products. Hence the vegetation at present consists mostly of grasslands and bushes with woodlands occurring on slopping areas and hilltops.

Sumbawanga Municipal Council is located at an average altitude of 1700 m above sea level; however, the highest altitude of 2461m above sea level is attained at Malonje, 25km southeast of Sumbawanga Municipality.

2.0 Methodology

The Strategic Plan of the Sumbawanga Municipal Council covers a period of five years beginning from 2017/18 to 2021/2022. The Plan describes our Mission, Vision, Core Values, Mandate, Objectives, Targets, the outputs expected/Service Delivery Targets, and the process used to derive them. It also describes who we are, what we wish to achieve, and how we are going to achieve.

The Strategic Plan has been developed in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. The Plan was prepared in a participatory approach involving Municipal officers, council stakeholders. Reference was made to the Tanzania Development Vision (Vision 2025), the National Strategy for Growth and Reduction of Poverty (MKUKUTA II), CCM Election Manifesto 2015, Second National Five Year Development plan 2020/21, the Public Service Reform Programme Phase II (PSRP II), and the Sustainable Development Goals (SDGs 2030). More inputs were also obtained from Sumbawanga Municipal Council draft Strategic Plan for 2011/12 - 2015/16.

In developing the plan, Sumbawanga Municipal Council was able to:

- Carry out a situation analysis, which included Sumbawanga Municipal Council Stakeholders Analysis, Strengths, Weaknesses, Self-Assessment (this was used to identify the strengths and areas for improvement), Opportunities, Threats and Challenges (SWOT/C) and Performance Review.
- Review its Mission, Vision and Core Values;
- Review the Objectives, Strategies, Targets and Key Performance Indicators.

CHAPTER TWO

SITUATION ANALYSIS

2.0 Introduction

This chapter has undertaken the organisation scan of the Sumbawanga Municipal Council within the past three years between 2013/14 - 2015/16. The organisational scan looked at the mandate of the council as stipulated in the Local Government (Urban Authorities) Act, no 8 of 1982 as amended. The roles and functions, current Vision and Mission, performance review in terms of achievements, challenges and way forward for each objective.

This chapter also gives a brief summary of the results of stakeholders of Sumbawanga Municipal Council analysis showing the stakeholders of Sumbawanga Municipal Council, their expectations and services that are offered to them by the Sumbawanga Municipal Council, and finally SWOT/C analysis. Through the review of the organizational scan areas for improvement were identified as critical issues to be addressed in the next plan.

2.1 Mandate and Function of Sumbawanga Municipal Council

The Government enacted the Local Government (Urban Authorities) Act No. 8 of 1982 and its subsequent amendment which aimed at strengthening and promoting the local government system by devolution by decentralization.

2.1.1 Roles and Function of Sumbawanga Municipal Council

Pursuant to the Local Government (Council Authorities) Act No. 7 of 1982 as Revised in the year 2000; Under the S. 54 (1) (a)-(g) of the act,

Sumbawanga Municipal Council as provided by the law are performing following functions:-

To Maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction; to promote the social welfare and economic well-being of all persons within its area of jurisdiction; to ensuring effective and equitable delivery of qualitative and quantitative social services to its community; to make by-laws applicable throughout their areas of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction; To ensure the collection and proper utilization of the revenues of the council; to Strengthen and ensuring democracy participation and controlling the access on decision making who are concerned.

2.1.2 Objective of the Council in performing its functions

Is to give effect to the meaningful decentralisation in political, financial and administrative matters relating to the functions, powers, responsibilities and services at all levels of council; to promote and ensure democratic participation in and control of decision- making by the people concerned; and establish and maintain reliable source of revenue and other resources in order to enable council to perform its functions effectively and to enhance financial accountability of the council, its members and employees.

2.2 Current Vision

Sumbawanga Municipal Council aspires to be highly competent Local Authority in terms of ability provision of quality socio-economic services sustainably, based on good governance principles.

2.4 Current Mission statement

To empower local communities to efficiently and effectively use the available resources aimed at improving their standard of living for sustainable development.

2.5 Performance Review

This part examines sector performances within the past three years compared to targets set in 2013/14 – 2015/16, and national performances. The part provides assessment of the SMC strategic objectives with detailed planned target from sector performances necessary for rolling out key result areas (kra), for the past three years:-

Performance Review Vs Strategic Objective

No.	Strategic Objective	Number of Target	Assessment		
			Full Implemented	Partially Implemented	Not Implemented
S1	Deliver a standard and equitable customer focus at all level of Municipal that will deliver our Vision	56	33		
S2	Strengthen leadership, staffs, accountability and transparency in a best fit organizational structure at all level of Municipal.	19	19	-	-
S3	Enhancement council revenue collection with execute our Vision and Mission.	4	2	1	1
S4	Support of development projects in line with value of money at all level of municipal council.	30	17	9	4
S5	Improve and management of environment at all level of municipal council	6	5	1	-
S6	Promote and strengthening social welfare and economic well-being of all persons within its area of jurisdiction	7	3	1	3

2.5.2 Challenges

- i. Unpredictable release of funds from the central government for projects implementation.
- ii. Low level of community commitment to contribute in development projects.
- iii. Some of the revenue sources were not operationalized. This leads to low collection of revenue which affects local contribution.
- iv. Inadequate number of staffs and working tools in some of the key sector namely education, health and agriculture as well as insufficient of working tools.
- v. Keeping animal without follows the good principle of animal husbandry. Eg. Free range animal keeping which is illegal in town.
- vi. Increase number of vulnerable and street children, and
- vii. Destruction and attack of water sources become a big challenge.

2.5.1 Key Lesson learned

The Municipal management adapted lessons from set of targets as a guided for next first five year strategic plan;

- i. Strengthen revenue collection mobilization through; identify other new source, improve work task force and operationalize electronics revenue collection system.
- ii. Sensitization of community through participation and involving them in appraisals of projects.
- iii. More funds in specific annual budget has set aside to accomplish unfinished development infrastructure such as; classrooms.
- iv. To cooperate with other partners like the Central Government and other development partners in the construction of council's Construction of modern market and Hide and skin processing industry.
- v. Increase provision of HIV&AIDS education to reduce rate of infections.

2.6 Summary of the Key National and International Target of the Medium Term Target (2016-2017)

1. National Five Year Development Plan II (FYDP II)

The National Five Development Plan (FYDP II), a new second development framework for the Government of Tanzania (GoT) for the period 2016/17-2020/21, document highlighted the strategic agenda Tanzania has continued to achieve a sustained high growth rate of the economy, with signs of economic transformation emerging. With objectives of the FYDP II based on three pillars of transformation and overall strategic agenda for development, the plan focus interventions in all sectors of the economy including; Human resources development, Industry and industrialization, water, health, agriculture, natural resources management and environment, Science and Technology, good governance and other sectors of the key targets by 2020.

The FYDP II seeks to archive 3 strategies as follows; (i) Mobilisation of resources and their effective utilization, (ii) adequate organization; and coordination for delivery, and (iii) strengthening monitoring and evaluation.

Therefore, the FYDP II document is of crucial importance for the Sumbawanga Municipal council strategies to archive the next five year medium term targets by 2021/2022.

2. Tanzania Development Vision 2025

Tanzania Development Vision 2025 (Vision 2025) is a document providing direction and a philosophy for long-term development. By 2025, Tanzania wants to achieve a high quality of livelihood for its citizens, peace, stability and unity, good governance, a well-educated and trained society, and a competitive economy. It is envisioned that all strategic would be attainable by the year 2025.

The Vision 2025 document identifies highlights the strategic agenda for long term development and further details priority interventions in all sectors of the economy including; education, water, agriculture, health as well as gender issues.

3. National Strategy for Growth and Reduction of Poverty II

The Second National Strategy for Growth and Reduction of Poverty II (NSGRP II or MKUKUTA II in its Kiswahili acronym) is a continuation of the government and national commitments to accelerating economic growth and fighting poverty. MKUKUTA II covers the period 2010/11 – 2014/15 further extended to 2015/2016. It is focuses on three clusters; growth for reduction of income poverty, improvement of quality of life and social well-being and governance and accountability. The framework highlights the strategic agenda for development and further details priority interventions in all sectors and stakeholders including (gender, environment, HIV/AIDS, human rights, disability, children, youth, elderly, employment and settlements). The cluster aims at achieving the following goals;

- a) Employable skills, particularly for youth, women and people with disabilities enhanced;
- b) Improved pass rate for boys and girls at primary and secondary schools;
- c) HIV/AIDS infection rate reduced;
- d) Access to ARV and food supplement for PLHAs increased;
- e) Proportion of population with access to improved sanitation facilities increased;
- f) Principles of democracy, rule of law, integrity accountability, transparency, inclusiveness, effectiveness and efficiency ensured and applied at all levels;

g) Monitoring, performance for results and accountability mechanisms in public service delivery strengthened;

2.7 Stakeholders' analysis

In our strategic planning process we carried out a stakeholders' analysis. In the analysis we discussed the question as to who are our main stakeholders into eleven (11) main groups as illustrated in Table 2. A summary of our main whos, what's and the potential impact of not meeting their expectations. The stakeholders' analysis was based on activities conducted by the council and information as part of interaction with them.

Sumbawanga Municipal Council is a service delivery entity with a wide range of stakeholders.

List of main stakeholders

- i. Community members
- ii. PO-RALG
- iii. Regional secretariat and Sectoral Ministries
- iv. Village Council and wards
- v. Vulnerable groups (Women, Disabled)
- vi. Traditional leaders
- vii. Donors, Investors to Council and Private sectors
- viii. Municipal Council (employees and other public servants)
- ix. Pastoralist Women Council & OXFAM
- x. Political parties, and
- xi. Civil society Organizations (CBO, FBO)

2.7.1 Services offered and stakeholders Council expectations

The matrix Table 3 below provides the services offered and expectations in detail for each stakeholder.

Table 3: Services offered and stakeholders Council expectations

NAME OF THE STAKE HOLDER /PRIMARY STAKEHOLDERS	ROLES OF THE COUNCIL TO THE STAKEHOLDERS	NEEDS/EXPECTATIONS OF THE STAKEHOLDER	PERFORMANCE GAP	RANKIN G
Community members	<ul style="list-style-type: none"> - To maintain peace and tranquillity environment - To build self help and mobilization resources - To share information and communication - To capacitate on the sustainability of the implemented projects - To deliver quantity and quality services 	<ul style="list-style-type: none"> - To solve their problems/ complaints - Better social and economic services in sustainable manner - Provision of leadership skills to village councils - Good governance and transparency - Timely dissemination of information and communication sharing 	<ul style="list-style-type: none"> - Existence of village boundary conflict. - Misinterpretation of orders from above - Lack of sufficient infrastructure - Lack of sufficient resources 	High
PO-RALG	<ul style="list-style-type: none"> - To assure coordination of sector policies and implementation - To allocate sufficient budget in order to achieve objectives 	<ul style="list-style-type: none"> - An effective planning and budgetary system - Good quality services delivery to community - Efficient and timely implementation of policies and directives 	<ul style="list-style-type: none"> - Low budget allocations - Uncoordinated sector policy implementation - Unutilized available resources accordingly 	High
Regional secretariat and	<ul style="list-style-type: none"> - Collaboration in implementation 	<ul style="list-style-type: none"> - Municipal council to pursue rule of 	<ul style="list-style-type: none"> - Late release of directives and 	High

NAME OF THE STAKE HOLDER /PRIMARY STAKEHOLDERS	ROLES OF THE COUNCIL TO THE STAKEHOLDERS	NEEDS/EXPECTATIONS OF THE STAKEHOLDER	PERFORMANCE GAP	RANKIN G
Sectoral Ministries	government directives - Reliable evaluation of effectiveness of expenditure against objectives and reallocation	law in accordance with government policies and guidelines. - Plan based on issued policies, guidelines and directives - Effective two way communication - Efficient and effective implementation of projects	budget ceilings - Delay in communicatio n - Insufficient resources	
Village Council and wards	- Equal allocative of resources - Quality services	- Guidelines on various issues - Technical support - Financial support - Timely delivery of funds	-Lack of guidelines -Inadequate technical support -Delay in release of funds -Poor adherence to rules and regulations -Lack of good governance practices	High
Vulnerable groups (Women, Disabled)	- Provision of technical support and Financial support	- Improved services - Inclusion of their interests	- Inadequate technical support - Inadequate financial support - Limited inclusion of their activities.	High

NAME OF THE STAKE HOLDER /PRIMARY STAKEHOLDERS	ROLES OF THE COUNCIL TO THE STAKEHOLDERS	NEEDS/EXPECTATIONS OF THE STAKEHOLDER	PERFORMANCE GAP	RANKIN G
Traditional leaders	<ul style="list-style-type: none"> - To give them guidelines and advice on time - Recognition - Timely recommendatio n 	<ul style="list-style-type: none"> - Involvement in various councils activities - Maintain existing cultural elements and values 	<ul style="list-style-type: none"> -Lack of recognition -Low level of involvement -Low understanding and use of indigenous knowledge 	High
Donors and Investors to Council	<ul style="list-style-type: none"> - To create conducive environment donors - To manage fund offered by donors - Proper Utilization of fund as budgeted - To assure transparency and accountability 	<ul style="list-style-type: none"> - Adherence to terms of reference - Financial discipline towards programme funds - Good partnership and coordination toward implementation of Municipal council development plans. - Integrated programmes related to donor policies 	<ul style="list-style-type: none"> - Delayed support - Transfer budget/funds to other authorities - Bad image of the Town Council to other donors - Inadequate support to rural development - Change of partners 	Medium
Municipal Council (employees and other public servants)	<ul style="list-style-type: none"> - To deliver quality services - To create conducive working environment - To render statutory benefits to the staff - Capacity building 	<ul style="list-style-type: none"> - Conducive working environment. - Good incentives, allowances and package 	<ul style="list-style-type: none"> - Poor service delivery. - Corruption - Resign and termination 	High

NAME OF THE STAKE HOLDER /PRIMARY STAKEHOLDERS	ROLES OF THE COUNCIL TO THE STAKEHOLDERS	NEEDS/EXPECTATIONS OF THE STAKEHOLDER	PERFORMANCE GAP	RANKIN G
Pastoralist Women Council & OXFAM	- Coordination	<ul style="list-style-type: none"> - Gender issues streamlined in the Municipal Development plan and Budget - Efficient and effectiveness in coordination of NGOs and CBOs - Involvement in stakeholders meeting 	<ul style="list-style-type: none"> - Continued traditional practices - Lack of transparency - Lack of appropriate coordination skills - Lack of stakeholders network 	Medium
Private sectors	- To outsources service delivery and revenue collection	<ul style="list-style-type: none"> - Equitable redistribution of income accrued from Sumbawanga Municipal collection - Fair taxation system - Appropriate guidelines/by law - Good quality services - Improved infrastructure - Good communication 	<ul style="list-style-type: none"> - Low revenue collection - Persistent conflicts - Tax invasion - Misinterpretation of guidelines and by laws - Insufficient resources - Low investment and partnership 	Medium
Political parties	-	<ul style="list-style-type: none"> - Advice and coordination on Government policies and guidelines - Maintenance of peace and order. - Involvement in development activities. 	<ul style="list-style-type: none"> - Timely and effective Cooperation - Clear and timely - Immediate action 	Medium

NAME OF THE STAKE HOLDER /PRIMARY STAKEHOLDERS	ROLES OF THE COUNCIL TO THE STAKEHOLDERS	NEEDS/EXPECTATIONS OF THE STAKEHOLDER	PERFORMANCE GAP	RANKIN G
Civil society Organizations (CBO, FBO)	<ul style="list-style-type: none"> - support effort initiated by CBOs - Encourage small scale investment - Reduce poverty among the people 	<ul style="list-style-type: none"> - Conducive environment for them to work efficiently - Coordination and monitoring of activities in their areas of work - Clear guidelines, for projects being implemented 	<ul style="list-style-type: none"> - Lack of support to target groups - Discourage investments in small scale - Minimized support to the poor - Increased poverty among the people 	Medium

2.8 SWOT/C Analysis

During this Strategic planning process under SWOT/C analysis process we reviewed the organization scan of Sumbawanga Municipal Council to inform appropriate planning as regarding the relevant strategic internal and external environment factor. In this context, SWOTs analysis internal scan aimed at identifying areas of Strengths, Weaknesses (Table 4), while the external scan aimed at identifying opportunities and threat/challenges (Table 5). All this enables the Sumbawanga Municipal Council to come up with priorities and key issues to be addressed in the current/Future budget.

2.8.1 The Internal Scan (Strengths and weakness)

In part of the internal scan, we assessed that internal environmental factor that aim is to identify the factors which are currently influence the institution to perform in service delivery and those which are likely to waken in the future. During the analysis we considered several aspects: People Management, Management & Leadership, Customer focus, performance and review and key performance. The scan mentioned above can be assessed in the following matrix Table 4.

Table 4: Internal factor (Strengths and weakness)

Factor/Scan	STRENGTHS	WEAKNESSES
People Management	<ul style="list-style-type: none"> - Professional and qualified personnel to implement the institution mandate - Staff adequacy and Moral 	<ul style="list-style-type: none"> - Inadequate working tools and equipment - Lack of a staff succession plan that promotes promotional predictability.
Management and Leadership	<ul style="list-style-type: none"> - Weekly Management meetings (CMT) - Well defined chain of command (Organization structure) - Cooperation of leaders at all levels - Fair distribution of available staff in various sectors 	<ul style="list-style-type: none"> - Low motivation to low level leaders - Poor working environment facilities
Customer focus	<ul style="list-style-type: none"> - Quality and equitable service delivered. - Maintain ethics in delivering services 	<ul style="list-style-type: none"> - Lack of heavy road maintenance equipment to facilitate provision of services

Factor/Scan	STRENGTHS	WEAKNESSES
Performance and resources	<ul style="list-style-type: none"> - Presence of good revenue collection system like (LGRCIS) - Existence of bylaws to enforce revenue collections 	<ul style="list-style-type: none"> - Limited sources of revenues - Inadequate numbers of staffs to make follow-up on revenue - Inadequate knowledge of council community on revenue
Key performance review	<ul style="list-style-type: none"> - Participatory management in place - Established council functional committees 	<ul style="list-style-type: none"> - Inadequate community contribution in development activities - Poor interpretation of the law and policy

2.8.2 The external Factor (opportunities, threat/ challenges)

Any organization including Sumbawanga Municipal council influenced by the external environment factors what either be opportunities and threats. As part of our strategic planning process, we assessed that external environmental, the future by using PESTLE analysis in a SWOT analysis. PESTLE covers all political, economic, social/cultural, technological, legal, and ecological/ environment issues, PESTLE influences in the council and national service delivery operates in. The aim is to identify the factors which are currently affecting service delivery and those which are likely to become significant in the future.

During the analysis we considered several aspects: **Political** trends (Government stability, taxation policy and regulations, Government leadership), **Economic** trends (Globalization, service delivery cycles,

inflation, unemployment, exchange rates), **Sociological** (income distribution, social mobility, levels of education/health, demographic distributions, lifestyle changes, attitudes and beliefs, ethics and religion) **Technological** trends (Government investment and R&D policy, new discoveries: products and methods of services creation, speed of technology transfer), **Legal** trends(environment protection laws, employment law, consumer protection, health and safety regulations), and **Ecological** trend(sustainability issues, e.g energy, natural resources, pollution and green issues). The trends mentioned above can be assessed in the following matrix Table 5.

Table 5: External Factor (Opportunities, Threat/Challenges)

Factor/Trend	Opportunities	Threat
Political	<ul style="list-style-type: none"> - Presence of committed leaders (Government and Politicians) - Accessibility to national policies and guidelines - Adequate representation at decision making level through Councillors - Presence of multi-partism poses challenges to the ruling party hence fostering development 	<ul style="list-style-type: none"> - Interference of council management with politician - Interference in execution of powers
Economic	<ul style="list-style-type: none"> - Presence of market centre in regional and other neighbouring country eg. Zambia, DRC, Burundi - Presence of infrastructure eg. Passable roads, electricity, water and airport 	<ul style="list-style-type: none"> - Unreliable rainfall/weather condition and Land use conflict - Unreliable and high tariffs on electricity supply - Weak of policy and

Factor/Trend	Opportunities	Threat
	<ul style="list-style-type: none"> - Presence of arable land for agriculture. - Presence of land for Industries - Presence of privatization policy 	<ul style="list-style-type: none"> regulation within the country - Price fluctuations on agricultural produce - Lower information about PPPs among people
Sociological	<ul style="list-style-type: none"> - Presence of streamlined employment procedures from public service - Existence of social welfare e.g NGOs, CBOs, and other institutions - HIV/AIDS Strategic plan in place and implemented 	<ul style="list-style-type: none"> - Low community participation in development sub-projects - Lack of transparency - Insufficient infrastructural facilities in both primary and secondary schools - Low per capita income of the citizens - Taboos(Mila Potofu) - Loss of manpower due to HIV/AIDS Epidemic
Technological	<ul style="list-style-type: none"> - Existence of ICT infrastructures - Media(TV and Radio station) 	<ul style="list-style-type: none"> - Unreliable source of power electricity supply. - Some villages are not connected with mobile telephones network. - Lack of technological institution and insufficient technical personnel - Unavailability of power tiller

Factor/Trend	Opportunities	Threat
		spare parts - Poor technological innovation
Legal	- Presence of streamlined employment procedures from public service - Availability of Procurement Act - Presence of Standing order and Code of Ethics - Public Finance Act - Availability of Regional Administration Act, Law government Acts and other supportive Act - Public Service Act	- Conflicting laws and regulation - Inaccessibility of laws and policies - Long procedure of enacting by laws - Low awareness of community on laws and regulations
Ecological/ Environmental	- Existence of by-laws on environmental protection. - Topographical variety	- Deforestation - High tariffs on electricity supply. - Mismanagement of natural resource eg. Forests, water sources

Key Issues:

After the analysis of internal and external scan of council, the following have been identified as areas of improvement in the next planning and budgeting cycle:

- HIV/AIDS infections rate is high (Reduce from **7.1%** to **5%**, reducing stigma and improve service for the people living with HIV/AIDS)

- Inadequate capacity of Councilors on their roles and responsibilities
- Inadequate community participation in development programs
- Deforestation
- Insufficient Agricultural equipments and innovations
- Low enrolment rate in primary education
- Insufficient funds for rehabilitation and maintenance roads maintenance under the Municipal council's jurisdiction
- Inadequate of awareness on environmental impacts when implementing development projects
- Inadequate of learning and teaching Environment both at Primary and Secondary education (by providing essential facilities like houses, classrooms, laboratories, administration blocks, desks and libraries)
- Insufficient knowledge of community on laws and regulations

CHAPTER THREE

THE PLAN 2017/18 - 2021/22

3.0 Introduction

This Chapter presents the plan (objectives and targets) that are predicted to be implemented and realized in five years periods (2017/18 - 2021/22). The chapter shows also how the various strategic interventions to be undertaken during the next five years of the strategic planning cycle that will lead to achievement of the Municipal objectives. Plan it presents the Municipal vision, mission, core values, strategic objectives, key targets and strategies as well as performance indicators.

3.1 Vision

Sumbawanga Municipal Council aspires to be highly competent local authority in terms of its ability providing quality socio-economic services for the people of Sumbawanga Municipal Council.

3.2 Mission

To empower local communities to efficiently and effectively use the available resources aimed at improving their standard of living for sustainable development.

3.3. Core values

Core values are beliefs, ethics and qualities, which will enable the SMC as a government institution to implement its mission and finally attain its vision.

CORE VALUES	DECRPTIONS
Participatory management:	We will create clear linkage in a participatory manner between employee's and top management for efficiently and Effectively contribute to the organizational success.

Integrity and Innovation	We will maintain ethics in delivering services to our customers and involve new ideas which define the new skills for result oriented of an institution.
Teamwork	We will work as a team, sharing experience, information and skills to achieve our goals.
Accountability	We will use legal, policy and ethical standards to serve our customers timely.
Responsibility	As a government institution we will take responsibility to deliver quality and equitable service to municipal community.

3.4 OBJECTIVES, STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS

3.4.1 OBJECTIVES A: Improved service and reduced HIV/AIDS infection

Rationale:

According to population census of 2012 Sumbawanga Municipal is estimated to have 209,793 inhabitants. HIV/AIDS is a national problem which needs attention. HIV/AIDS rate of prevalence has been increasing in Sumbawanga Municipal Council (now is 7.1%). Rapid population increase caused by migration from other Regions and Socio-economic factors are among the contributing factors. Hence, in order to decreasing rate of prevalence we need to conduct more educative campaigns to Sumbawanga Municipal Council staff, pupils, and as well as communities around.

HIV/AIDS has impacted in weakening performance and labour force in the council at large hence decrease of efficacy. As a result of these facts, government directed all Local Governments Authorities to develop serious measure to interventions this pandemic disease. Sumbawanga Municipal Council will collaborate with stakeholders and beyond in order to develop

strategies to address the problem. In relation to this the Municipal council management has taken the following strategies in addressing this situation:

Strategy:

- Strengthen food support to PLHA
- In collaboration with stakeholders provide socio economic, nutritional and medical support to PLHA community groups
- Develop programs to Sensitization and awareness council staff, students and Teachers about HIV/AIDS infection and preventions
- Building capacity to WMACS
- Conduct awareness creation meetings to stakeholders on the effect of HIV/AIDS and how can be managed
- Design M&E HIV/AIDS plan to all council level

Targets:

- Number of Livestock/Fisheries Staffs Sensitized on HIV/AIDS Prevention Increased from 19 to 50 by June 2021
- Stigma denial and discrimination sensitized from 9% to 0% by June 2021
- Prevalence rate of HIV/AIDS among OPD cases is reduced from 7.1% to 5% by June 2021
- Prevalence rate of HIV/AIDS among OPD cases is reduced from 7.1% to 5% by June 2021
- New HIV/AIDS incidence reduced from 7.1% to 5% by 2021
- Stigma, Denial and Discrimination reduced within 5 water departmental staff by June, 2021
- Awareness creation to 20 CD staffs on HIV/AIDS infection enhanced by June 2021

- Develop Programme in Workplace on HIV/AIDS in Council by June 2021
- Stigma, Denial and Discrimination reduced in 19 wards by June 2021

The outputs expected/Service Delivery Targets

- New HIV/AIDS cases at work place reduced
- Stigma and discrimination to infected HIV/AIDS staff reduced
- Health status of infected staffs improved
- Number of PLHA supported
- Awareness about new infection improved

3.4.2 OBJECTIVES B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy

The issues of corruption are likely to weaken the good governance and deprive people's rights. The environment in which corruption is rampant is likely to deter rights of people to access important services and hence reduce the level and quality of services provided. In addressing the implementation of the National Anti-corruption Strategy, Sumbawanga Municipal Council has planned to promote the actions that focus on preventing and combating corruption.

Strategies:

In order to achieve the strategic objective on enhancing, sustain effective Implementation of the National Anti-corruption in the council the following strategies have been set:

- Conduct workshops to head of schools
- Enhance, sustain and effective implementation of the National Anti-corruption to staff members, teachers and pupils.
- Strengthening transparency and accountability at work place

- In collaboration with Council integrity committee and other stakeholders sensitize lower levels in combating corruption
- Through facilitation and training
- Provision of Anti-Corruption postures

Target:

- Awareness on corruption to 15 Heads of Department and sections ensured by June 2021
- Number of Livestock/Fisheries Staffs Sensitized on Corruption Prevention Increased from 19 to 50 by June 2021
- Corruption event reported to the office reduced from 15 to 5 by June 2021
- Corruption cases in Secondary School Department reduced from 70% to 50% by June 2021
- Awareness and sensitization in corruption done in 19 Wards by June 2021
- Enhance, Sustain and effective implementation of National-Corruption strategic for 17 employees of the
- works department by June 2021
- Community sensitization on the impact of corruption to community and national at large in 19 ward improved by June 2021

The outputs expected/Service Delivery Targets

- Number of reported cases and complaints reduced
- Sensitized on corruption issues at higher and lower level in place
- Integrity among staff

3.4.3 OBJECTIVES C: Improve access, quality and equitable social services delivery

Objective description:

According to Local Government Authority in accordance with the Law (Urban Authorities Act No 8) is the provision of social services. Sumbawanga Municipal Council seeks to have well developed population as part of fulfilling its mandated functions. There are multi dimensional of services given by LGAs and the major focus will be in building and maintaining basic infrastructure that will improve provision of water, health and education services just to mention but a few.

Strategies:

- Ensure adequate school infrastructures for primary and Secondary education (like, adequate classrooms, desks, number of pit-latrines and toilet, hostels and laboratories)
- Ensure adequate health facilities (Dispensaries, health center)
- To facilitate participatory and awareness planning for construction of public infrastructures
- Recruitment of numbers qualified staff (Teachers and other staff)
- Environmental sanitation, Waste Management at household and public level improved
- Improve social welfare services to vulnerable group and disabled people
- Improve service delivery
- Involve stakeholders and businessman to establish small scale industries
- Increase number of infrastructure
- Mobilize community to form water user groups (COWSOs)

- Collaborate with various stakeholders to construct adequate health facilities
- Involve the community in planning and provision of clean and safe water and environmental education services.
- Enhance community based HIV/AIDS prevention interventions
- Sensitize rural communities on the importance of establishing registries for keeping of village land recorders
- Involve stakeholders in upgrading of unplanned areas.
- Promote and strengthen community participation in hygiene and sanitation interventions
- Increase enrolment rate of pre-primary and primary school
- Allocation of funds in the budgets
- Community sensitization
- Initiate fund sources for PLWHA
- Building capacity to WMACs and VMACs

Target:

- Municipal Administrative services improved from 70% to 80% by June 2021
- Cultural activities improved from 70% to 95% by June 2021
- Administrative services enhanced to Municipal Villages from 80% to 98% by June 2021
- Water sources conservation in 19 wards improved from 50% to 65% by June 2021
- Effective EIA enhanced at least 80% of all development projects by June 2021
- Environmental based conserved sites increased from 5 to 9 in the Municipality by June 2021
- Working environment improved from 60% to 70% by June 2021

- Solid waste collection and Disposal improved from 60% to 90% by June 2021
- Own Source revenue collection increased from 1,813,916,000 to 3,000,000,000 by June 2021
- Quality working environment ensured to 10 trade staff by June 2021
- Business services delivery to be improved from 76% to 90% by June 2021
- Traders with entrepreneurship skills in 80 to 150 by June 2021
- Service delivery of Planning department improved from 94% to 98% by June 2021
- Livestock/Fisheries Services to Stakeholder Improved from 45% to 85% by June 2021
- Service delivery in education department enhanced from 87% to 98% by June 2021
- Primary Education teaching working environment enhanced for 95% by June 2021
- Pass rate examination increased from to 76% to 90 to s by June 2021
- 65 Primary School performance improved from 70% to 95% by June 2021
- Shortage of skilled and mixed human resource for health reduced from 40% to 10% by June 2021
- Infant mortality rate reduced from 29 to 25 per 1000 by June 2021
- Rate of patients with complication associated with traditional medicine and alternative healing practices reduced from 5% to 1% by June 2021
- Prevalence rate of VAC reduced from 31% to 20% girls and from 10% to 5% boys and brutally killing of children with Albinism by June 2021

- Maternal mortality rate reduced from 214 to 197 per 100000 live birth by June 2021
- Prevalence rate of Malaria cases reduced from 23% to 15% by June 2021
- Community participation and involvement in health promotion actions to be strengthened from 70% to 80% by June 2021
- Good working condition status of medical equipments raised from 65% to 80% by June 2021
- Secondary School Education Services enhanced from 70% to 90% by June 2021
- Secondary School Education education Services enhanced from 75% to 95% by June 2021
- Secondary School performance in NECTA increased from 73.78% to 85% by June 2021
- Secondary School enrollment rate increased by from 70% to 100% by June 2021
- Water supply, Sanitation services And Water Resources Management Improved from 48% to 75% coverage by June, 2021
- 8 Community Owned Water Supply Organizations(COWSOs) are sensitized by June, 2021
- Conducive working environment ensured to 17 workers of works department by June 2021
- Surveyed twenty six (26) Urban settlement Plan by June 2021
- Improved survey and Mapping services from 78% to 82% by June 2021
- Plots provided with legal ownership and access to use of land increased from 13,500 to 18,0000 by June 2021
- Municipal Valuation services improved from 76% to 88% by June 2021

- Prepared and implemented 26 urban plan by June 2021
- Municipal General Planning Scheme (GPS) produced by June 2021
- Working environment to Internal Audit Department improved from 75% to 90% by June 2021
- Procurement and Supplies services enhanced from 75% to 95% by June 2021
- Number of NGOs Supervised increased from 5 to 20 by June 2021
- Number of street Children Supported increased from 35 to 80 by June 2021
- Human Welfare improved from 50% to 80% by June 2021
- Number of Women any Youth supported to improve their living standards increased from 300 to 900 by June 2021

The outputs expected/Service Delivery Targets

- Pass rate and enrollment rate for primary and secondary increased
- Number of Desks increase up to 20,000 by June 2018
- School infrastructure (i.e classrooms, pit-latrine, laboratories and libraries) increased
- Awareness of hygiene and sanitation to lower levels increased by 75%
- Population with access to clean, safe and affordable water not more than 400m increased
- Medical supplies and equipments in place to all health facilities
- Health status of community in Municipal council improved
- Large area in municipal plots are surveyed

3.4.4 OBJECTIVES D: Increase quantity and Quality of social services and Infrastructure

Rationale

Quantity and Quality of social services is the core of improving standard of living of Sumbawamnga Municipal livelihood. Sumbawanga Municipal Management is obliged that there is needs a sound infrastructure to support individuals and organisation to deliver goods and services to market places efficiently. The plan is to facilitate and improvement of infrastructures and economic services for better livelihood of Sumbawanga Municipal Population.

Strategies

- Reducing acute shortage of infrastructure in Primary and secondary schools
- Plan more settlements
- Prepare Municipal Action Plan
- Outsource contract works
- Conduct Supervision, evaluation and reporting
- Involve the households in infrastructure planning, financing and maintenance
- Mobilize and involve communities in infrastructure development
- Carry out routine, periodic and spot and structure maintenance

Target:

- Supervision and Monitoring of projects improved from 80% to 90% by June 2021
- Livestock Products Marketing Infrastructure increased from 9 to 15 by June 2021

- Timely Implementation of DADPS Projects Increased from 80% to 100% by June 2021
- Fisheries Projects Services Improved from 7% to 20% by June 2021
- Number of Livestock Prevented against Transmissible Diseases Increased from 7% to 25% by June 2021
- Fisheries products improved from 40% to 70% by June 2021
- Agriculture Machinery and Implements Increased from 46 to 60 by June 2021
- Warehousing receipt marketing system increased in Municipal Council from 1 to 3 by June 2021
- Timely Implementation of DADPS Projects increased from 80% to 100% by 2021
- Agriculture and Irrigation services are improved from 50% to 80% by June 2021
- Primary Education infrastructures in Special schools increased from 2 to 5 by June 2021
- Health facilities infrastructures improved from 60% to 80% by June 2021
- Secondary School Infrastructure improved from 0 to 17 Secondary Schools by June 2021
- 10 Municipal Water Projects Implemented by June, 2021
- Municipal Sanitation facilities improved from 65% to 85% by June 2021
- Improve 60.17kms of roads by routine maintenance by June 2021
- Improve 4.75Kms of roads by spot improvement by June 2021
- Improve 24.70Kms of roads by periodic maintenance by June 2021
- Improve 2 Bridge construction by 2021
- Improve 3.5kms Drainage construction at Sumbawanga Town Streets by 2021

- 15.7 Km of road upgraded from gravel to bitumen standards by June 2021
- Modern Market at Majengo and Bus Terminal at Katumba Azimio constructed by June 2021
- Utengule truck terminal constructed to rigid pavement of 7752 square meter by June 2021
- Natural resources conservation improved from 55% to 75% by June 2021

The outputs expected/Service Delivery Targets

- Access to Agriculture and Livestock markets improved
- Quality council infrastructures constructed
- Work performance and Timely services deliveries
- Population with access to clean, safe and affordable water not more than 400m increased
- Health status and medical supplies and equipments in place to all health facilities improved

Objectives E: Enhance Good Governance and Administrative Services

Rationale

Sumbawanga Municipal Council is committed to the provision of socio-economic services. Good Governance is a crucial asset in order to attainment of its vision of the organizational. The plan is to enhance democracy through awareness and sensitisation; participation through statutory meetings; transparency in conducting LGs affairs; equity in resources distributions; accountability in the use of resources at all levels.

Strategies

- Good plan and budget and Allocation of Funds in MTEF
- Strengthen human resource management

- Create awareness on matters concerning revenue mobilization
- Apply fair, competitive, transparent, nondiscriminatory
- Advice and coordinate the decision making on development issues in Lower Level
- Professionalization of the procurement function
- Strengthening staffing enforce the Act and Regulations
- Prepare procurement plans
- facilitate law review and enforcement
- Strengthening of human resources
- Enhance information management systems in the council

Target

- 15 Participatory Decision making ensured in Municipality by June 2021
- 12 Municipal workers committee enhanced by June 2021
- Efficiency and performance improved from 75% to 90% by June 2021
- Provision of contribution for ALAT, MWENGE, and Investment forum by June 2021
- Ethics and code of conduct to Municipal Workers enhanced from 85% to 98% by June 2021
- Safety and Rescue service in Municipality strengthened by June 2021
- Participatory Decision Making ensured in 19 Wards by June 2021
- Monthly financial report prepared and presented to council committee by June 2021
- Monthly financial report prepared and presented to council committee by June 2021

- Participatory implementation, Monitoring, evaluation and supervision for the council improved from 70% to 90% by June 2019
- 50 Qualified staffs increased in the council by June 2021
- Efficiency and performance improved from 65% to 80% by June 2021
- Legal services improved from 75% to 80% by June 2021
- Election procedures improved from 70% to 98% by June 2021
- Working environment to 19 CDO s improved from 53% to 80% by June 2021

The outputs expected/Service Delivery Targets

- Unqualified certificate award expected and number of audit queries raised and acted upon reduced
- 33 councilors capacitated
- M&E in place and quarterly progress reports produced
- Work performance and employees morale increased

CHAPTER FOUR

RESULTS FRAMEWORK

4.0 Introduction

This Results Framework Chapter intended to show how the results (objectives and targets) envisaged in this Strategic plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. The framework intends to show that the interventions have either led or are leading to achievement of the planned outcomes and finally how the indicators and progress of the various interventions will be reported and to which stakeholders. The other part of this chapter shows the overall Development Objective, which is the overall impact of Sumbawanga Municipal Council activities, beneficiaries of Sumbawanga Municipal services and how Sumbawanga Municipal Council objectives are linked to MKUKUTA. The chapter also shows the Result Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

4.1 The development objective

The developmental objective of Sumbawanga Municipal Council is to ensure services is delivery at all levels of council (in terms of quality and equitable and timeliness), to promote and give meaningful of implement good government in all administrative, political and financial matters, and implement relevant policies and directives given to them and ensure an enabling environment for stakeholders to conduct their activities. However, Council staff and other stakeholders also significantly contribute towards achievement of this objective.

4.2 Beneficiaries of the Sumbawanga Municipal Council Services

There are two levels of beneficiaries of Sumbawanga Municipal Council services. The direct beneficiaries of the services offered are the communities and the other stakeholders including (Donors/Investors and Civil society Organizations) are the second level beneficiaries of services offered by Sumbawanga Municipal Council. Sumbawanga Municipal Council aims to build the capacity of communities to formulate their development plans, other saving funds including SACCOs and, involve themselves direct in the own development. The capacity building services include villages to use the system, structures and processes and other council interventions to improve their internal management and improving service delivery to the society.

4.3 Linkage with MKUKUTA

This strategic plan has six objectives that contribute to three clusters that is Growth and reduction of income poverty (cluster I); Improved quality of life and social well being (Cluster II) and Governance and accountability (cluster III).

4.4 The Result Framework Matrix or Monitoring Plan

This sub-section contains objective code, outcome indicators, indicators description, data sources/contact person, data collection methods and targets of the first five year of the strategic plan. The matrix will be used to track the set of objective towards number of targets achieved of planned year of strategic plan. The result framework matrix is detailed below: It should be noted that achievement of SMC matrix Table 6 is detailed below:

Table 6: The Result Framework or Monitoring Plan

OBJECTIVES	OUTCOME INDICATORS	INDICATORS DESCRIPTION	DATA SOURCE CONTACT PERSON	DATA COLLECTION METHOD AND FREQUENCY	BASELINE DATA	TARGETS				
1	2	3	4	5	6	7				
						YR1	YR2	YR3	YR4	YR5
A	i. Number of HIV/AIDS cases reduced. ii. No. of staff voluntary declaring their health status iii. Number of PLHA individuals supported	- To measure the cases of new infection - Municipal Community life expectancy of people living with HIV/AIDS increased - People receiving service on nutrition support	MMO	VCT Card – Quarterly	2016					
B	i. Number of community/staff sensitized	- Sensitization through seminars, meetings and postures	- MHRO/MSO	- Reports, Situation analysis and Observations – Annually	2016					
C	a) % of enrollment and passes of	- Performances of STD IV, VII, form Two and Form	MSEO and	Reports/documentation -	2016					

OBJECTIVES	OUTCOME INDICATORS	INDICATORS DESCRIPTION	DATA SOURCE CONTACT PERSON	DATA COLLECTION METHOD AND FREQUENCY	BASELINE DATA	TARGETS				
1	2	3	4	5	6	7				
						YR1	YR2	YR3	YR4	YR5
	pupils/students in primary/secondary school increased	IV examination and of pupils/students who were enrolled and completed their education	MPEO	Annually						
	b) % people access to clean, safe water not more than 400m increased	- Time and Kms consumed by the people to search for clean water and Number of people to be served in one water point.	MWE	Raw data survey - Annually	2016					
	c) Medical supplies and equipments installed by all health	- Quality health services delivered	MMO	Documentation/ Medical	2016					

OBJECTIVES	OUTCOME INDICATORS	INDICATORS DESCRIPTION	DATA SOURCE CONTACT PERSON	DATA COLLECTION METHOD AND FREQUENCY	BASELINE DATA	TARGETS				
1	2	3	4	5	6	7				
						YR1	YR2	YR3	YR4	YR5
	facilities			Records						
D	a. Number of buildings constructed and rehabilitated	To measure number of public buildings	MENG	Situation analysis - Annually	2016					
	b. Number of M&E reports in placed	Determined by frequency supervision of projects developments in municipality	MECON	Physical supervisions						
E	<ul style="list-style-type: none"> Number of recruitment staff increased Level of community participation increased 	<ul style="list-style-type: none"> Delivery of quality and effective customers services Community direct involvements, decision making and morally at 	MECON, MHRO and MT	Enrolment report Meeting reports and List of	2016					

OBJECTIVES	OUTCOME INDICATORS	INDICATORS DESCRIPTION	DATA SOURCE CONTACT PERSON	DATA COLLECTION METHOD AND FREQUENCY	BASELINE DATA	TARGETS				
1	2	3	4	5	6	7				
						YR1	YR2	YR3	YR4	YR5
	<ul style="list-style-type: none"> Number of queries reported decreased 	<ul style="list-style-type: none"> lower level. Value for money in development projects 		commitments						
F	i. Number of EIA reports in placed ii. Number of trees planted around water source	<ul style="list-style-type: none"> Determined by the performance of projects initiated Scheme of services for protection water source Initiated 	MPO/MEO	Physical observation/Survey-Annually						
G	i. Number youth and women involvements i. Number of vulnerable groups supported	<ul style="list-style-type: none"> Determine by number of youth and women participation in municipal 								

4.6. Planned Reviews

The plan is to carry out a total of five (5) formal annual reviews, during the Strategic Planning Cycle. This will involve carrying out five (5) annual reviews. The reviews will be tracking progress on implementation of the targets on annual basis. Annual targets will be tracked during the period of five years.

During the first year (2017/2018) of the three years strategic planning cycle one formal review (annual review) will be conducted. The annual review will be conducted in June 2018. The review focuses on determining whether the planned activities of specific year are moving towards achieving the annual targets and Development. Whether they are on track, off track, unknown or at risk. The review will also assess issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary.

During the second year (2018/19), the third Year (2019/20) and fourth year (2020/2021) three more reviews will be undertaken. The review will again focus on determining whether the planned activities are moving towards achieving the annual targets. Whether they are on track, off track, unknown or at risk. The review will also assess issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards the achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The reviews will form the basis for third annual report.

During the fifth and the final year of the three years strategic planning cycle the normal two annual reviews will be conducted. The fifth annual

review will be conducted in June 2022. On top of reviewing the planned targets, the review will also focus on determining whether the planned outputs over the three year period have been implemented and achieved against the indicators, and if not what could be the reasons for the under achievement. All the three years outputs and milestones will be reviewed. The review will also focus as to whether there were any changes in outputs implemented and what the alternative outputs were; assess issues, challenges and lessons learnt over the five years period, and to what extent the achieved targets have contributed towards achievement of five year outcomes. The review will form the basis of preparation of the next three year Strategic Plan. The Municipal Economist and Heads of Department will take a lead in the review process on the completion of the strategic plan cycle. The year of review, description of the specific planned reviews, targets timeframes and the responsible Section/Units are detailed in 8 below:

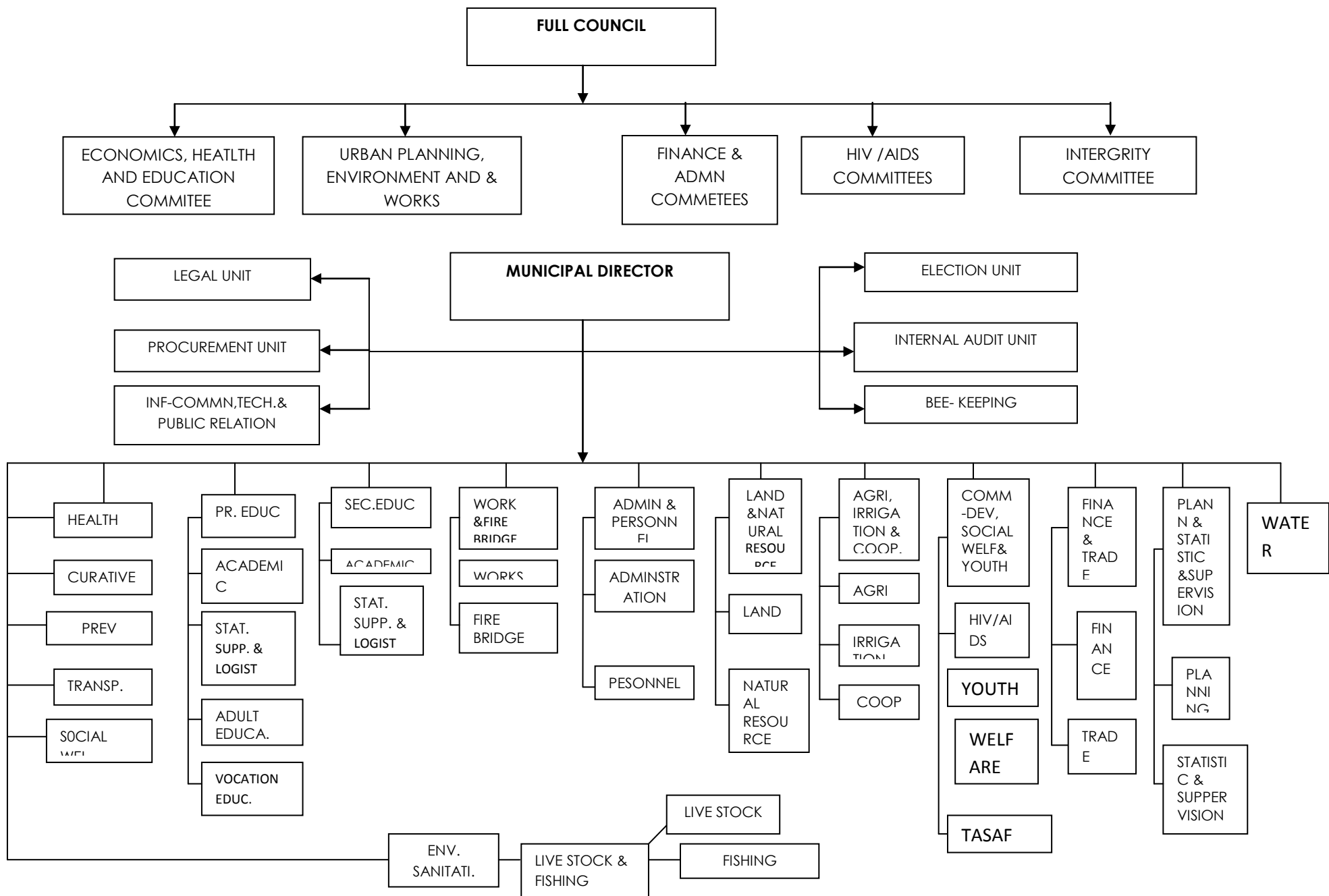
Table 7: Planned Reviews

S/N	YEAR OF REVIEW	DESCRIPTION OF REVIEW	RESPONSIBLE PERSON
1	2017/2018	<p>The Quarterly Progress Report :</p> <p>Quarter 1 Progress Report, summarizing implementation during Quarter 1</p> <p>Mid Year Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2) together with a focus on budget variations</p> <p>Quarter 3 Progress Report, summarizing cumulative implementation (Quarter 1 +</p>	MECON/HoD

S/N	YEAR OF REVIEW	DESCRIPTION OF REVIEW	RESPONSIBLE PERSON
		<p>Quarter 2 + Quarter 3)</p> <p>Quarter 4 , Annual Performance Report</p> <p>The report should be prepared and submitted to MoFEA and PO-RALG by the 1st of October following the completion of each financial year</p>	
2	2018/2019, 2019/2020 and 2020/2021	<p>Quarter 1 Progress Report, summarizing implementation during Quarter 1</p> <p>Mid-Year Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2) together with a focus on budget variations</p> <p>Quarter 3 Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2 + Quarter 3)</p> <p>Quarter 4 ,Annual Performance Report</p> <p>The report should be prepared and submitted to MoFEA and PO-RALG by the 1st of October following the completion of each financial year</p>	MECON/HoD
3	2021/2022	<p>5 Year Outcome Report: Assessment of Progress in Meeting each objective</p> <ul style="list-style-type: none"> • Should be undertaken as a series of evaluations, reviews, or analytical studies. • Comparing indicators values before 	MECON/HoD

S/N	YEAR OF REVIEW	DESCRIPTION OF REVIEW	RESPONSIBLE PERSON
		<p>and after</p> <ul style="list-style-type: none"> Comparing targeted indicator values to actual indicator values. <p>The report should be submitted to MoFEA and PO-RALG by the 1st of October following the completion of the Strategic Planning cycle.</p>	

ANNEX I: ORGANIZATION STRUCTURE:



**ANNEX II: STRATEGIC PLAN MATRIX
SUMBAWANGA MUNICIPAL COUNCIL
STRATEGIC PLAN (2017/18 TO 2021/2022) MATRIX**

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
1	500A General Administration and Civic				
	Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy Strategies: <ul style="list-style-type: none"> • Conduct workshops of Anti-corruption to council staff, student and pupils • Strengthening transparency and accountability at work place • Provision of Anti-Corruption postures 				
1	Awareness on corruption to 15 Heads of Department and sections ensured by June 2022	<ul style="list-style-type: none"> • Number of reported cases • Number of employees sensitized 	- To conduct 3 days training to Heads of Department and Sections on effects of corruption by June 2018	2017-2022	MHRO
	Objective C: Improve access, quality and equitable social services delivery Strategies <ul style="list-style-type: none"> • Adequate number of health facilities (Dispensaries, health center) • Recruitment of qualified staff (Teachers and other staff) • Environmental sanitation, Waste Management at household and public level improved • Increase number of infrastructure 				
2	Municipal Administrative services improved from 75% to 90% by June 2022	<ul style="list-style-type: none"> • Increase number of infrastructure • Improve social services • Quality reports prepared • Level of staff 	<ul style="list-style-type: none"> - To facilitate daily operation of HRO department by June 2018 - To facilitate 1 day induction training to 50 new employee by June 2018 - To facilitate PE Budget preparation by June 2018 - To facilitate conducive working environment to 20 Municipal Staffs by procuring 20 sets of security guards 	2017-2022	MHRO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
		satisfaction with the working environment	<ul style="list-style-type: none"> - uniform by June 2018 - To effect Loan's Board Contribution (LGLB) annually by June 2018 		
3	Cultural activities improved from 75% to 95% by June 2022	<ul style="list-style-type: none"> • Number of cultural groups • Number of festival 	<ul style="list-style-type: none"> - To facilitate 10 cultural groups to conduct cultural sensitization by June by June 2018 	2017-2022	MHRO
4	Administrative services enhanced to Municipal Villages from 85% to 98% by June 2022	<ul style="list-style-type: none"> • Numbers of staff recruited 	<ul style="list-style-type: none"> - To facilitate one Trade union Council meeting by June 2018 - To facilitate loan payment to 5 Municipal suppliers by June 2018 - To facilitate payment of debts to Suppliers and Contractors by June 2018 - To effect fund transferred to 19 Wards, 167 Mitaa and 24 Villages by June 2018 	2017-2022	MHRO
	Capacity building to 100 low level workers enhanced from 60% to 80% by June 2022	<ul style="list-style-type: none"> • Number of reports prepared • Number of SMC staff and community participated 	<ul style="list-style-type: none"> - To facilitate projects report preparation by June 2018 - To conduct 2 days training to 167 Mitaa leaders on O &OD by June 2018 - To conduct training to 70 farmers on proper way of garlic growing at Mlanda and Malagano village by June 2018 - To conduct one day training to 19 WEOs 41 MEOs, 24 VEOs on legislation laws, responsibility and leadership skills by June 2018 - To conduct one day training to 167 Mtaa chairperson on Project supervision by June 2018 - To facilitate training to 19 WEOs , 49 MEOs, 20 VEOs on grievances handling by June 	2017-2022	MHRO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			2018 - To facilitate training to 19 WEOs , 49 MEOs, 20 VEOs on data collection, organization by June 2018 - To conduct training to 55 Head of Primary Schools on financial management by June 2018 - To create good working environment at low level offices by procuring 100 office chairs, 15 tables and one set of desktop computer by June 2018 - To facilitate rehabilitation of ward tribunal offices by June 2018		
	Capacity building at Municipal level enhanced from 60% to 80% by June 2022	<ul style="list-style-type: none"> Number of SMC staff participated 	- To facilitate training to 26 councilors on leadership skills by June 2018 - To facilitate induction training to 45 new employees by June 2018 - To facilitate short course training to 10 record management staff on computer and secretarial by June 2018 - To facilitate short course training to 3 planning staff on project planning and management at IRDP Dodoma by June 2018 - To facilitate short course training to 3 accountants on financial reports at TIA by June 2018 - To facilitate short course training to 3 HROs on human resources skills at Hombolo Dodoma by June 2018 - To improve working environment by procuring 10 sets of furniture by June 2018	2017-2022	MHRO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
	Objective E: Enhance Good Governance and Administrative Services Strategies: <ul style="list-style-type: none"> • Create awareness on matters concerning revenue mobilization • Apply fair, competitive, transparent, nondiscriminatory • Strengthening of human resources • Enhance information management systems in the council 				
5	Participatory Decision making to 19 Wards ensured by June 2022	<ul style="list-style-type: none"> • Number of statutory meeting convened and munities prepared 	<ul style="list-style-type: none"> - To conduct quarterly supervision and monitoring on statutory WDC Meeting by June 2018 - To facilitate Council statutory meeting for standing Committees by June 2018 	2017-2022	MHRO
6	Efficiency and performance improved from 80% to 95% by June 2022	<ul style="list-style-type: none"> • Meeting document (Munities) 	<ul style="list-style-type: none"> - To facilitate 10 members of Council Employment Board to conduct meetings for 1 day quarterly by June 2018 	2017-2022	MHRO
7	Ethics and code of conduct to Municipal Workers enhanced from 85% to 98% by June 2022	<ul style="list-style-type: none"> • Level of customer satisfaction 	<ul style="list-style-type: none"> - To improve customer care services through fast provision of services by June 2018 	2017-2022	MHRO
8	Safety and Resque service in Municipality strengthened by June 2022	<ul style="list-style-type: none"> • Number of disaster reported prepared 	<ul style="list-style-type: none"> - To enhance emergence preparedness by procuring supplies and tools for disaster management by June 2017 	2017-2022	MHRO
9	19 participatory Decision meeting ensured in Municipality by June 2022	<ul style="list-style-type: none"> • Meeting document (Munities) 	<ul style="list-style-type: none"> - To facilitate 12 council statutory meetings by June 2018 	2017-2022	MHRO
10	12 Municipal workers committee enhanced by June 2022	<ul style="list-style-type: none"> • Meeting document (Munities) 	<ul style="list-style-type: none"> - To effect monthly responsibility allowances to 4 Chairpersons of 4 standing committee by June 2018 	2017-2022	MHRO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
11	Qualified staff increased from from 450 to 650 by June 2022	<ul style="list-style-type: none"> Meeting document (Munities), Number of recruitment staff 	<ul style="list-style-type: none"> To facilitate Council functional processes (12 meetings) by June 2018 To facilitate participation of Council in SHMSEMITA games by June 2018 To facilitate Council budget preparation for financial year 2018/2019 by June 2018 	2017-2022	MHRO
12	Provision of contribution for ALAT, MWENGE, and Investment forum by June 2022		<ul style="list-style-type: none"> To facilitate ALAT activities by paying contribution by June 2018 To facilitate Mwenge Day by paying contribution by June 2018 To facilitate Nane Nane by June 2018 	2017-2022	MHRO
2	Civic Expenses				
	Objective E: Enhance Good Governance and Administrative Services Strategies: <ul style="list-style-type: none"> Good plan and budget and Allocation of Funds in MTEF Monitoring and supervision projects Strengthen human resource management Create awareness on matters concerning revenue mobilization 				
1	Participatory Decision Making ensured in 19 Wards by June 2021	<ul style="list-style-type: none"> 19 ward participating in decision making 	<ul style="list-style-type: none"> To effect councilor allowance by paying monthly allowances to 26 councilors June 2018 To facilitate convergence of 16 council statutory meetings by June 2018 To effects Councilors allowance by June 2018 	2017-2022	MHRO
3	Environment Operations				
	Objective C: Improve access, quality and equitable social services delivery Strategies: <ul style="list-style-type: none"> Improved Environmental sanitation, Waste Management at household 				

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
	<ul style="list-style-type: none"> Improve service delivery in business Involve stakeholders and businessman to establish small scale industries Increase number of infrastructure 				
1	Conducive working environment to Environmental Department staffs enhanced by June 2020	<ul style="list-style-type: none"> Number of working equipment procured 	<ul style="list-style-type: none"> To facilitate daily office operation by June 2018 To facilitate procurement of 10 slashers, 100 brooms and 10 spades by June 2018 	2017-2022	MESO
2	Solid waste collection and Disposal improved from 65% to 90% by June 2022	<ul style="list-style-type: none"> % of waste collection improvement 	<ul style="list-style-type: none"> To facilitate collection 1500 tons of solid waste by June 2018 To facilitate monitoring and Supervision by June 2018 To facilitate solid waste collection through procuring Skips and wheel barrow by June 2018 	2017-2022	MESO
3	Environmental based conserved sites increased from 15 to 20 in the Municipality by June 2022	<ul style="list-style-type: none"> Number of site conserved 	<ul style="list-style-type: none"> To facilitate conservation of Mandera, Makutano, and Mbizi recreational sites in 3 Wards by June 2018 To facilitate 7 water sources conservation by June 2018 	2017-2022	MESO
4	Finance and Trade Administration				
	Objective C: Improve access, quality and equitable social services delivery Strategies <ul style="list-style-type: none"> Create awareness on matters concerning revenue mobilization Apply fair, competitive, transparent, nondiscriminatory 				
1	Preparation and maintenance of fixed assets register, debtors and creditors improved from 75% to 100% by June 2022	<ul style="list-style-type: none"> Number of reports prepared 	<ul style="list-style-type: none"> To facilitate quarterly council property review and maintain fixed assets by June 2018 To maintain Council debtors and creditors register by June 2018 	2017-2022	MT

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
2	Working environment to 17 department staffs improved from 70% to 90% by June 2022	•	- To meet 20 employee statutory benefits by June 2018	2017-2022	MT
3	Preparation of Council financial statements improved from 80% to 100% by June 2020	• Number of LGAs financial reports consolidated	- To facilitate preparation of monthly bank reconciliation by June 2018 - To prepare and compile final account by June 2018	2017-2022	MT
4	Preparation of payment and Audit response improved from 95% to 100% by June 2022	• Number of financial reports consolidated	- To facilitate preparation of financial records by June 2018 - To prepare response to CIG and internal Audit queries by June 2018	2017-2022	MT
5	Revenue collection increased from 70% to 90% by June 2020	• Number of SMC staff trained	- To facilitate training on revenue collection to 19 Ward Leader, 26 Councilors, and 50 Mitaa Leaders by June 2018 - To facilitate daily revenue collection follow up by June 2018	2017-2022	MT
6	Collection of business licences and levies improved from 70% to 90% by June 2020	• Level of customer satisfactions	- To collect 1597 business licenses fee, 161 liquor licenses and 70 hotel levy by June 2018	2017-2022	MT/MTO
5	Planning statistics and Monitoring				
	Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy Strategies: <ul style="list-style-type: none"> • Conduct workshops of Anti-corruption to council staff, student and pupils • Strengthening transparency and accountability at work place • Provision of Anti-Corruption postures 				

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
1	Sensitization on Corruption to 7 Planning department workers staffs by June 2022	<ul style="list-style-type: none"> Number of SMC staff participated 	<ul style="list-style-type: none"> To conduct one day training on Ant corruption to 7 Planning staffs by June 2018 	2017-2022	MECON
Objective c: Improve access, quality and equitable social services delivery Strategies <ul style="list-style-type: none"> Improve service delivery Monitoring and supervision projects Increase number of infrastructure 					
1	Working environment to 7 planning department staffs improved by June 2020	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> To facilitate daily office operation by June 2018 	2017-2022	MECON
2	Service delivery of Planning department improved from 95% to 98% by June 2021	<ul style="list-style-type: none"> % of services deliveries 	<ul style="list-style-type: none"> To facilitate leave travel to 6 staffs by June 2018 To provide gift and prizes to 1 planning staff by June 2018 	2017-2022	MECON
3	Municipal Development Projects improved from 60% to 90% by June 2020		<ul style="list-style-type: none"> To facilitate Monitoring and supervision of all development projects by June 2018 To update social economic Profile by June 2018 To facilitate budget preparation for 2018/19 by June 2018 To facilitate The Council Budget preparation by June 2018 To facilitate construction Ward Offices at Kizwite, Momoka, Mafulala, Msua and Lwiche by June 2018 	2017-2022	MECON

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
4	Prevalence of stunting and wasting to children reduced from 42% to 5% by June 2020		- To facilitate quarterly meeting of Multispectral Council nutrition steering Committee by June 2018	2017-2022	MECON
5	2018/19 Budget prepared and submitted by June 2018	<ul style="list-style-type: none"> • Quality reports prepared 	- To facilitate budget preparation by June 2018	2017-2022	MECON
	M%E of Municipal projects at Council level improved from 60% to 90% by June 2020	<ul style="list-style-type: none"> • Number of reports prepared • Number of projects visited • Meeting document (Munities), • Number of recruitment staff 	<ul style="list-style-type: none"> - To facilitate weekly project visit by June 2018 - To facilitate project reports preparation by June 2018 - To facilitate maintenance of SMT 3156 by June 2018 - To facilitate O& OD by June 2018 - To facilitate MEOs , MEOs routine visit at project site by June 2018 - To facilitate projects report preparation by June 2018 - To facilitate monthly meeting for project development and performance review by June 2018 	2017-2022	MECON
	Objective D: Increase quantity and Quality of social services and Infrastructure Strategies <ul style="list-style-type: none"> • Improve service delivery • Monitoring and supervision projects • Increase number of infrastructure 				
1	Supervision and Monitoring of CDCF projects improved from 85% to 95% by June 2022	<ul style="list-style-type: none"> • Number of projects monitored 	- To facilitate monthly Monitoring and Supervision through CDCF by June 2018	2017-2022	MECON
6	Legal Administration				

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
	Objective E: Enhance Good Governance and Administrative Services Strategies <ul style="list-style-type: none"> Strengthen human resource management Advice and coordinate the decision making on development issues in Lower Level Strengthening staffing enforce the Act and Regulations 				
1	Legal services improved from 80% to 90% by June 2022	<ul style="list-style-type: none"> % of legal services improved 	- To facilitate legal section by June 2018	2017-2022	Legal officer
7	Internal Audit				
	Objective A: Improve services and reduce HIV/AIDS infection Strategies <ul style="list-style-type: none"> Strengthen food support to PLHA Provide nutritional and medical support to PLHA community groups Develop programs to Sensitization and awareness about HIV/AIDS infection and preventions Building capacity to WMACS Design M&E HIV/AIDS plan to all council level 				
	HIV/AIDS awareness increased from 5 to 7 staffs by June 2022	<ul style="list-style-type: none"> % of performances 	- To facilitate two days training to 5 internal audit staff on HIV/AIDS by June 2018	2016-2021	MIA
	Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy Strategies: <ul style="list-style-type: none"> Strengthening transparency and accountability at work place Provision of Anti-Corruption postures 				
	Sensitization on corruption to 5 Audit Staffs increased by 2020	<ul style="list-style-type: none"> Number of SMC staff participated 	- To conduct one day training to seven Audit staffs on corruption by June 2018	2017-2022	MIA

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
	Objective c: Improve access, quality and equitable social services delivery Strategies <ul style="list-style-type: none"> Improve service delivery in business 				
	Working environment to internal Audit department improved from 80% to 90% by June 2020	<ul style="list-style-type: none"> Number of working equipment procured Number of SMC staff participated 	<ul style="list-style-type: none"> To facilitate daily office operation by June 2018 To train 3 internal auditors and 5 members of tender board on public procurement and regulations by June 2018 	2017-2022	MIA
8	Procurement and Supplies Administration				
	Objective C: Improve access, quality and equitable social services delivery				
1	Procurement and Supplies services enhanced from 75% to 95% by June 2021	<ul style="list-style-type: none"> Number of working equipment procured 	<ul style="list-style-type: none"> To facilitate daily Office operation by June 2018 	2017-2022	MCSO
9	Election				
	Objective E: Enhance Good Governance and Administrative Services				
1	Election procedures improved from 75% to 98% by June 2022	<ul style="list-style-type: none"> Number of working equipment procured 	<ul style="list-style-type: none"> To facilitate daily office operation by June 2018 	2017-2022	Election Officer
2	Election activities and procedures enhanced from 90% to 100% by June 2022	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> To facilitate election operation by June 2018 	2017-2022	Election Officer
10	Information Communication Technology				
	Objective D: Increase quantity and Quality of social services and Infrastructure				

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
1	ICT facilities of Sumbawanga Municipal improved from 30% to 80% by June 2021	•	<ul style="list-style-type: none"> - To improve working environment by June 2018 - To facilitate Municipal mailing system by June 2018 - To facilitate website development cost by June 2018 - To facilitate charges for government Bandwidth under regional communication infrastructure program (RCIP) by June 2017 	2017-2022	MICTO
11	Surveys and Mapping				
	Objective C: Improve access, quality and equitable social services delivery Strategies <ul style="list-style-type: none"> • Involve stakeholders in upgrading of unplanned areas • Improve service delivery 				
1	Surveyed twenty six (24) Urban settlement Plan by June 2021	• Number of squatter settlements improved	<ul style="list-style-type: none"> - To conduct cadastal survey for 1000 plots in 6 planned areas by June 2018 	2017-2022	MPO
	Land Management, Valuation, Town Planning				
	Objective C: Improve access, quality and equitable social services delivery				
1	Land rent collection increased from 200,000,000 to 400,000,000 by June 2022	•	<ul style="list-style-type: none"> - To issue legal notices to 150 land owners violating developing condition by June 2018 - To conduct and issue demand notes of 2000 developed plots by June 2018 	2017-2022	MPO
2	Plot occupied with legal and access to use of land increased from 13,500 to 17,000 by June 2022	• Number of plots measured	<ul style="list-style-type: none"> - To allocate, prepare and register 800 title deed to prospective developers by June 2018 	2017-2022	MPO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
3	Conducive working environment to Land department enhanced from 70% to 90% by June 2022	<ul style="list-style-type: none"> Level of staff satisfactory with working environment 	<ul style="list-style-type: none"> To pay statutory allowance to 2 sector staff by June 2018 To conduct inventorization of Municipal assets by June 2018 	2017-2022	MPO
4	Municipal value of asset improved from 34% to 65% by June 2022	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> To acquire 100 acres of land for development at Katumba-Azimio Village by June 2018 	2017-2022	MPO
5	Town planning Services improved from 78% to 82% by June 2022	<ul style="list-style-type: none"> Level of customer satisfaction Number of staff trained 	<ul style="list-style-type: none"> To facilitate daily basis office operation by June 2018 To facilitate staff to attend TACINE meeting and contribution by June 2018 To supply offices tools to the town planning sector so as to facilitate town planning by June 2018 	2017-2022	MPO
6	General planning scheme of Sumbawanga Municipal Council implemented from 62% to 78% by June 2022	<ul style="list-style-type: none"> Level of customer satisfaction 	<ul style="list-style-type: none"> To design 6 detail town planning drawings by June 2018 To regularize 1,300 informal settlements in 4 wards by June 2018 	2017-2022	MPO
12	Natural Resources, Forestry Management and Beekeeping				
	Objective C: Improve access, quality and equitable social services delivery Strategies <ul style="list-style-type: none"> Improve environmental Management at household and public level improved Improve service delivery 				
1	Forestry conservation improved from 2,270 Ha to 2420 Ha by June 2020	<ul style="list-style-type: none"> Number of trees planted 	<ul style="list-style-type: none"> To conduct tree planting campaign in 24 villages and 170 Hamlets by June 2018 To facilitate conservation of 27 natural forestry reserves by June 2018 	2017-2022	Forestry officer

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
2	Beekeeping methods improved from 43% to 50% by June 2020	• Number of people trained	- To conduct 6 training on quality and quantity of honey processing and beekeeping methods by June 2018	2017-2022	Beekeeping officer
13	Water Department				
	Objective A: Improve services and reduce HIV/AIDS infection Strategies <ul style="list-style-type: none"> • Strengthen food support to PLHA • Provide nutritional and medical support to PLHA community groups • Develop programs to Sensitization and awareness about HIV/AIDS infection and preventions • Building capacity to WMACS • Design M&E HIV/AIDS plan to all council level 				
1	Stigma, Denial and Discrimination reduced within 5 water departmental staff by June, 2022	• % of awareness	- To conduct 1 day sensitization meeting to 5 Municipal water departmental staff by June, 2018	2017-2022	MWE
	Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy				
2	Sensitization on Corruption to 5 Water Staff conducted by June, 2022	•	- To conduct 1 day sensitization training to 5 water departmental staff on Corruption by June, 2018	2017-2022	MWE
	Objective C: Improve access, quality and equitable social services delivery				
3	Water supply, Sanitation services and Water Resources/Infrastructure Management Improved from 50% to 85% coverage by June, 2020	•	- To provide Employment Allowances and the related to 5 departmental staff by June, 2018	2017-2022	MWE
4	7 Community Owned water supply organizations (COWSOs) established and registered by June, 2022	•	- To facilitate sensitization, formulation and registration of COWSOs by June, 2018	2017-2022	MWE

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
5	The municipal sanitation program enhanced from 75% to 90% by June 2022	<ul style="list-style-type: none"> • Level of customer satisfaction 	<ul style="list-style-type: none"> - To conduct base line survey to establish Environmental Health data in 16 Mitaa (two Wards) by June 2018 - To conduct Advocacy and engage 61 households and communities through CLTC triggering in 16 Mitaa (two Wards) by June 2018 - To conduct quarterly follow up and supervision on the implementation of the NSC activities in 11 Wards by June 2018 - To facilitate the orientation to 15 WASH teachers and formulate 15 SWASH clubs / integrated WASH in health Clubs by June , 2018 - To conduct quarterly assessment of cleanliness competition to 15 Primary schools and 5 Secondary School in the district by June 2018 of the c Schools and regulate compliance of standards by June 2018 - To conduct CLTS triggering in 16 streets in two urban Wards by June 2018 - To facilitate 5 days study visit to Njombe District by June 2018 - To conduct supervision of school WASH to 15 Primary and 5 Secondary School by June 2018 - To construct rain water harvesting system at Matanga Dispensary by June 2018 - To construct rain water harvesting system at Chipu Primary School by June 2018 - To construct rain water harvesting system at Kichema Secondary School by June 2018 	2017-2022	MWE

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
	Objective D: Increase quantity and Quality of social services and Infrastructure Strategies <ul style="list-style-type: none"> • Improve service delivery • Monitoring and supervision projects 				
5	10 Municipal Water Projects Implemented by June, 2021	<ul style="list-style-type: none"> • Number of water project implemented • Number of SMC staff, CWSTs , COWSOs participated • Level of customer satisfaction • Quality reports prepared 	<ul style="list-style-type: none"> - To facilitate Construction of Piped Water Supply System and Civil Works for Mponda Village by June, 2018 - To facilitate Construction of Piped Water Supply System and Civil Works for Mawenzusi Village by June ,2018 - To facilitate Construction/rehabilitation of Piped Water supply System and Civil Works for Katumba and Nambogo villages by June, 2018 - To facilitate Construction of Piped Water supply System and Civil Works for M atanga village by June, 2018 - To facilitate Construction of Piped Water supply System and Civil Works for Kisumba village by June, 2018 - To facilitate Construction of Piped Water supply System and Civil Works for Kasense and Chipu villages by June, 2018 - To facilitate Consultancy Services by June, 2018 - To facilitate Office management by June, 2018 - To facilitate Supervision and Monitoring of Water Projects by June, 2018 - To facilitate M/vehicles and M/cycles Operation June, 2018 	2017-2022	MWE

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			<ul style="list-style-type: none"> - To facilitate internal Audits Reports preparation by June, 2017 - To facilitate training of CWSTs members by June, 2018 - To facilitate training of Water department staff by June, 2018 - To facilitate training of Community Owned water supply Organizations(COWSOs) members by June, 2018 - To facilitate Internal Audit Reports preparation by June, 2018 		
14	Health: A: CHMT Objective C: Improve access, quality and equitable social services delivery Strategies <ul style="list-style-type: none"> • Adequate number of health facilities (Dispensaries, health center) • Recruitment of qualified staff (Teachers and other staff) • Number of HIV/AIDS cases reduced • No. of staff voluntary declaring their health status • Increase number of infrastructure 				
1	Maternal mortality rate reduced from 284 to 198 per 100000 live birth by June 2022	<ul style="list-style-type: none"> • Number of health equipment procured 	<ul style="list-style-type: none"> - To conduct monthly distribution of Vaccine by 2 health providers for 27 health facilities by June 2018 - To conduct 5 days Vitamin "A" supplementation and deforming biannually to 48350 children with 60 health providers by June 2018 	2017-2022	MMO
2	Organizational and institutional management at all levels strengthened from 30% to 50% by June 2022	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> -To conduct 1 day CHMT meeting to 24 members quarterly by June 2018 -To share and submit the quarterly/mid year and annual CCHP implementation reports 	2017-2022	

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			with 3 RHMT and 8 CHMT for 1 day by June 2018 - To provide routine administrative logistics (include office stationeries, refreshment) for smooth running of the MMOs office quarterly by June 2018 - To provide 3500 litres of diesel for SM 4018 and SM 5010 by June 2018 - To settle monthly utility bills (water, electricity, fax, postage, telephones, internet services) at DMOs office by June 2018 - To conduct repair and maintenance of Ambulance DFP 8202, SM 4028, T180 EAC by June 2016		
3	Shortage of skilled and mixed human recourse for health reduces from 40% to 20% by June 2022	•	- To conduct 1 day meetings to 200 departmental staffs quarterly by June 2018 - To provide employees statutory benefit to 24 CHMT members quarterly by June 2018 - To conduct 1 day orientation to 50 newly employed health workers annually by June 2018 - To provide refreshment to 6 Angaza VCT services provider quarterly by June 2018	2017-2022	MMO
4	Prevalence rate VAC reduced from 31% to 20% for girls and from 10% to 5% for boys by June 2022	•	- To establish child protection Teams (CPT) by 3 social welfare officers for 5 days by June 2018	2017-2022	MMO
5	Number of Children in conflict with the law reduced from 20% to 10% by June 2022	•	- To provide support to 6 children in conflict with the law to approved school quarterly by June 2018 - To support 12 children in conflict with the law from 12 wards quarterly by June 2018	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
6	Food hygiene and safety monitoring mechanism improved from 50% to 75% by June 2022	•	<ul style="list-style-type: none"> - To conduct 4 days food premises inspection in 120 catering services to monitor adherence for food hygiene requirements quarterly by June 2018 - To conduct 6 spot radio advertisement per day for 1 week on TFDA's rules and regulations quarterly by June 2018 - To conduct 1 day TFDA meetings for 10 members quarterly by June 2018 - To conduct 14 days inspection of food, drugs and cosmetics shops for registration and licensing to 100 premises quarterly by June 2018 - To conduct 1 day collection of food drugs and cosmetics samples for Laboratory analysis quarterly by June 2018 	2017-2022	MMO
7	Prevalence of stunting and wasting to children under five reduced from 42% to 5% by June 2022	• % of health services improved	<ul style="list-style-type: none"> - To facilitate 23 Village health workers on the identification of malnutrition children in their communities by June 2018 	2017-2022	MMO
8	Rate of patients with complication associated with traditional medicine and alternative healing practices reduced from 5% to 1% by June 2022	• Level of participation	<ul style="list-style-type: none"> - To conduct biannual mapping and registration of traditional and alternative medicine healers by 4 CHMTs at 24 villages by June 2018 	2017-2022	MMO
9	Shortage of infrastructures reduced from 50% to 65% by June 2022		<ul style="list-style-type: none"> - To expand RCH wing at Mazwi health centre by June 2018 	2017-2022	MMO
10	Prevalence of stunting and wasting to children under five reduced from 42% to 5% by June 2022		<ul style="list-style-type: none"> - To conduct 7 days Vitamin A supplementation, MUAC screening and de-worming biannually to 49,552 children using 152 health providers June , 2018 - To conduct Nutritional assessment and 	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			counseling support to pregnant mothers and under five children in 23 Health facilities by June , 2018		
11	Prevalence of stunting and wasting to children under five reduced from 42% to 5% by June 2022	<ul style="list-style-type: none"> % of working condition 	<ul style="list-style-type: none"> - To facilitate quarterly meeting for nutrition steering committee by June 2018 - To identify children with malnutrition at matanga, Molo, Ntendo and Katumba azimio by June 2018 - To conduct training to 167 Mitaa leaders on how to use crops and vegetables available in their environment for improving their under five health by June 2018 - To conduct training to 55 primary schools teachers and 17 secondary school teachers on nutritional issues by June 2018 - To facilitate council nutritional officers to attend zonal nutritional meeting by June 2018 	2017-2022	MMO
	B: Council Hospital Services				
	Objective C: Improve access, quality and equitable social services delivery				
12	Organizational and institutional management at all levels strengthened from 30% to 50% by June 2022	<ul style="list-style-type: none"> Health condition improved 	<ul style="list-style-type: none"> - To support service agreement between council and Dr. Artman hospital (CDH) by transferring funds to CDH by June 2016 	2017-2022	MMO
	Health: C: Health Centers				

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
1	Shortage of medicines, medical equipments and diagnostic supplies reduced from 40% to 30% by June 2020	•	<ul style="list-style-type: none"> - To procure 49 kits of medicines, medical equipments, dental supplies and laboratory supplies for Mazwi Health Centre quarterly by June 2018 - To conduct repaired and maintenance of 8 medical equipments at Mazwi health centre by June 2018 - To conduct repair and maintenance of 5 medical equipments and supplies of Mazwi Health center by June 2018 	2017-2022	MMO
2	Martenal mortality rate reduced from 284 to 198 per 100,000 live birth by June 2022	•	<ul style="list-style-type: none"> - To recruit, mobilize and collect 5000 blood units from voluntary non remunerated repeat blood donors (VNBD) by 5 staffs quarterly by June 2018 - To procure 200 blood bags for blood donation quarterly at Mazwi H/C by June 2018 - To procure 3 kits of essential equipments and supplies for ANC at Mazwi health centre annually by June 2018 	2017-2022	MMO
3	Infant mortality rate reduced from 37 to 16 per 1000 by June 2022	•	<ul style="list-style-type: none"> - To conduct 7 days vaccination during weekends/holidays by 56 health providers annually by June 2018 	2017-2022	MMO
4	TB cases detection rate increased from 0.1% to 0.5% by June 2022		<ul style="list-style-type: none"> - To conduct 3 days orientation on TB dot to 15 health workers from 15 health facilities annually by June 2018 	2017-2022	MMO
5	Organizational and institutional management at all levels strengthened from 30% to 50% by June 2022		<ul style="list-style-type: none"> - To conduct 1 day orientation on collect filling of NHIF forms to 22 health proiders annually by June 2018 - To produce 2000 CHF cards for Mazwi health centre annually by June 2018 - To conduct repair and maintenance of 	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			Ambulance (SM 5010) by June 2018 - To settle monthly utility bills for mazwi health center by June 2018		
6	Prevalence rate of Malaria cases reduced from 23% to 15% by June 2022		- To procure 12 Litres of IRS reagents for Mazwi health centre annually by June 2018 - To conduct 3 days Mapping and selection of 24 villages for IRS annually by June 2018 - To procure 720 litres of Larvicide for 24 mosquitoes bleeding sites in Municipal annually by June 2018 - To conduct 3 days application of larvicides for 24 mosquitoes bleedings sites by 3 staffs at 24 villages annually by June 2018	2017-2022	MMO
7	Prevalence rate of eye diseases among OPD cases reduced from 0.2 % to 0.1 % by June 2022	•	- To procure 4 sets of eye equipment, instrument, medicine and supplies at Mazwi health centre quarterly by June 2018	2017-2022	MMO
8	Health care waste management improved at facility from 60% to 80% by June 2022	•	- To procure 6 sets of essential cleanliness equipments, disinfectants and detergent for Mazwi health centre quarterly by June 2018	2017-2022	MMO
9	Low community participation and involvement in health promotion actions reduced from 30% to 10% by June 2022	•	- To conduct 1 day stakeholders advocacy meeting to 100 members for uninterrupted and coordinated Public and private financing of CHBP annually by June 2018	2017-2022	MMO
10	Capacity on management of emergency disaster preparedness and response strengthened from 60% to 80% by June 2022	•	- To procure 2 kits of medical supplies for emergency preparedness and response for Mazwi health centre annually by June 2018	2017-2022	MMO
11	Prevalence rate of oral health conditions reduced from by 3% to 1% by June 2022	•	- To procure 4 sets of dental equipments and supplies for proper management of complicated cases at Mazwi health centre by June 2018	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
12	Neonatal mortality rate reduced from 24 to 13 per 1000 live birth by June 2022	•	<ul style="list-style-type: none"> - To procure 2 sets of essential newborn and under five children equipments at Mazwi health centre annually by June 2018 - To print 10,000 RCH Cards for Mazwi health centre quarterly by June 2018 	2017-2022	MMO
13	Prevalence rate of mental health conditions reduced from 0.2% to 0.1% by June 2022	•	<ul style="list-style-type: none"> - To conduct 1 days school health education to 61 schools (2135 students) on mental health disorders annually by June 2018 - To conduct 2 days mental health outreach visit by 2 health providers to 4 wards by June 2018 	2017-2022	MMO
14	Complication related to injuries reduced from 7.6% to 5% by June 2022	•	<ul style="list-style-type: none"> - To conduct 1 days annual coaching and mentoring on injury and trauma management to 2 AMOs and 4 Cos from Mazwi HC by June 2018 	2017-2022	MMO
15	Shortage of skilled and mixed human resources for health reduced from 405 to 20% by June 2022	•	<ul style="list-style-type: none"> - To create good working environment by effecting statutory benefits to 60 health providers at Mazwi Health Center by June 2018 - To provide on call allowances to 60 health provider at mazwi Health center by June 2018 	2017-2022	MMO
16	Prevalence of stunting and wasting to children under five years reduced from 42% to 5% by June 2022	•	<ul style="list-style-type: none"> - To facilitate training to 100 pregnancy women on the proper way of breast feeding by June 2018 	2017-2022	MMO
	D: Dispensaries				
1	Shortage of medicines, medical equipments and diagnostic supplies reduced from 40% to 30% by June 2022	•	<ul style="list-style-type: none"> - To procure 242 kits of laboratory supplies, medicines, hospital supplies, medical equipments, for 22 dispensaries quarterly by June 2018 - To conduct repaired and maintenance of 22 	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			medical equipments for 22 health facilities by June 2018		
2	Maternal mortality rate reduced from 284 to 198 per 100,000 live birth by June 2022		<ul style="list-style-type: none"> - To conduct 7 days Vitamin A supplementation and deforming biannually to 48350 children by 60 health providers by June 2018 - To conduct monthly immunization outreach and mobile service by 16 health providers to 16 sites by June 2018 - To procure and distribute 66 full LPG cylinders for 13 health facilities with no electricity quarterly by June 2018 - To motivate 100 TBAs who escort pregnant mothers to health facility from 24 villages quarterly by June 2018 - To conduct 1 day family planning outreach to 22 health facilities by 5 health providers on quarterly bases by June 2018 - To procure and distribute 6 kits of essential family planning equipments (IUCD kits) for 6 health facilities annually by June 2018 - To procure and distribute 10 delivery kits to 10 health facilities quarterly by June 2018 	2017-2022	MMO
3	TB cases detection rate increased from 0.1% to 0.5% by June 2020		<ul style="list-style-type: none"> - To conduct 1 day orientation on early identification of TB cases by 22 health providers at 22 health facilities annually by June 2018 	2017-2022	MMO
4	Organizational and institutional management at all levels strengthened from 30% to 50% by June 2022		<ul style="list-style-type: none"> - To conduct quarterly plan preventive maintenance (PPM) of ambulance (SM 5010) by June 2018 - To print 100 HMS registers for 41 health facilities annually by June 2018 	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			<ul style="list-style-type: none"> - To procure 2000 litres of kerosine for 22 health facilities quarterly by June 2018 - To conduct 2 days CCHP pre-planning meeting at dispensary level with 50 health providers annually by June 2018 - To conduct 1 day statutory HFGCs meetings by 132 members for 22 health facilities quarterly by June 2018 - To perform quarterly Plan Preventive Maintenance (PPM) and repair of 4 vehicles from CHMT by June 2018 - To conduct 1 day sensitization meeting on CHF enrollment at 24 villages quarterly by June 2018 - To conduct repair and maintenance of SM 5010, SM 4018 by June 2018 		
5	Prevalence rate of Malaria cases reduced from 23% to 15% by June 2022		-To procure and distribute 100 ITN for 22 Dispensaries annually by June 2018	2017-2022	MMO
6	Prevalence rate of mental health condition reduced from 0.2% to 0.1% by June 2020		-To conduct 1 day screening of people with alcohol abuse for early diagnosis and referral by 4 health providers to 19 wards quarterly by June 2018	2017-2022	MMO
7	Infant mortality rate reduced from 27 to 16 per 1000 by June 2022		-To conduct 1 day community sensitization on exclusive and complimentary breast feeding by 4 health providers annually by June 2018	2017-2022	MMO
8	Prevalence rate of intestinal worms at the community reduced from 3% to 1% by June 2022		- To conduct 1 day PHC advocacy meeting to 30 members on MDA program annually by June 2018	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Respon- sible person
9	Health care waste management improved at facility from 60% to 80% by June 2022		- To procure 22 sets of binliners for waste segregation for 22 health facilities quarterly by June 2018	2017-2022	MMO
10	Capacity on management of emergency disaster preparedness and response strengthened from 60% to 80% by June 2022		- To procure 1 kit of medicines for emergence preparedness and response at Kilimahewa dispensary annually by June 2018 - To procure 22 sets of equipments for emergence preparedness and response for 22 health facilities annually by June 2018	2017-2022	MMO
11	Neonatal mortality rate reduced from 24 to 13 per 1000 live birth by June 2022		- To procure and distribute 8 kits of newborn resuscitation equipments (ambu bags, suction devices) to 8 health facilities annually by June 2018	2017-2022	MMO
12	Rate of patients with complication associated with traditional medicine and alternative healing practices reduced from 5% to 1% by June 2022		- To conduct mapping and referral customization to 118 TBAs to reduce home delivery at 24 villages by June 2018	2017-2022	MMO
13	Complication related to injuries reduced from 7.6% to 5% by June 2022		- To conduct 1 days annual coaching and mentoring on injury and trauma management to 5 AMOs and 17Cos from 22 dispensaries by June 2018	2017-2022	MMO
14	Low community participation and involvement in health promotion actions reduced from 30% to 10% by June 2020		- To conduct 1 days sensitization meeting on IMCI to 2 wards annually by June 2018	2017-2022	MMO
15	Prevalence rate of oral health conditions reduced from by 3% to 1% by June 2022		- To conduct weekly health education sessions on oral for 22 dispensaries by June 2018	2017-2022	MMO
16	Conducive environment to Health workers enhanced from 70% to 90% by June 2022		- To effect On call allowances to 100 Health workers by June 2018 - To effect Leave allowances to 100	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			Health workers by June 2018 - To facilitate uniform allowances to 254 health workers by June 2018		
17	4500 CHF Cards distributed to over 60 age people by June 2022		- To distribute 1500 cards to over 60 aged people by June 2018	2017-2022	MMO
Objective D: Increase quantity and Quality of social services and Infrastructure					
1	Health facilities Infrastructure Improved from 60% to 80% by June 2022		- To facilitate completion of Dispensary at Katumba Azimio,,Kankwale,Fyengeleza, Nambogo and king'ombe June 2018 - To construct gravity water system at Wipanga Village by June 2018 - To facilitate construction of Mponda Dispensary through CDCF by June 2018	2017-2022	MMO
E: Community Health Initiatives/Promotion					
Objective C: Improve access, quality and equitable social services delivery					
1	Shortage of health facility infrastructures reduced from 25% to 20% by June 2022		- To accomplish community effort by constructing 5 placenta pits at 5 health facilities by June 2018 - To accomplish community effort by procuring 4 solar panels at 4 dispensaries (Kingombe, Wipanga,Mlanda and Senga) by June 2018 - To accomplish Community efforts by constructing gas hut at Chelenganya Dispensary by June 2018	2017-2022	MMO
2	Prevelence rate VAC reduced from 31% to 20% for girls and from 10% to 5% for boys by June 2022		- To support 5 children's home operated by community with 132 most MVC annually by June 2018	2017-2022	MMO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
15	Works and Road				
	Objective A: Improve services and reduce HIV/AIDS infection				
1	Denial and HIV/AIDS infection reduced by 25% by June 2022		- To conduct sensitization meeting to 15 Municipal works department staff by June 2018	2017-2022	MENG
	Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy				
2	Enhance, Sustain and effective implementation of National-Corruption strategic for 15 employees of the works department by June 2021		- To conduct 2days seminar for 15 employees of works department by June 2018	2017-2022	MENG
	Objective C: Improve access, quality and equitable social services delivery Strategies <ul style="list-style-type: none"> • Improve service delivery • Increase number of infrastructure 				
3	Conducive working environment ensured to 15 workers of works department by June 2022		- To provide conducive working environment to employees of works department by June 2018	2017-2022	MENG
4	Capacity building to Municipal staffs enhanced from 75% to 95% by June 2022		<ul style="list-style-type: none"> - To facilitate revenue collection by procuring 50 points of sale machine (pos) by June 2018 - To improve solid waste collection through procurement of 10 skips Bucket by June 2018 - To review council,s revenue by laws by June 2018 - To enhance 26 Councilors awareness on their roles and responsibilities by June 2018 - To facilitate availability of 10 sets office 	2017-2022	MENG

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			furniture by June 2018 - To equip GIS room well function through procuring of 1 ploter machine,3 set of computer and 1 set of air Conditioner by June 2018 - To enhance awareness on roles and responsibilities to 19 WEOs, 24 VEOs, and 50 Mitaa leaders, by June 2018 - To conduct induction course to 200 new employes staffs by June 2018 - To facilitate training on HIV&AIDS, gender. And effects of corruption to 19 VEOs, 167,MEOs, 24 VEOs by June 2018		
Objective D: Increase quantity and Quality of social services and Infrastructure					
5	15.7 Km of roads upgraded from gravel to betumen standards by June 2020		- To facilitate upgrading of 5.35kms of roads form gravel to bitumen standards by June 2018 - To facilitate consultancy for supervision of roads project by June 2018	2017-2022	MENG
6	Municipal Workshop infrastructures improved from 70% to 90% by 2022		- To rehabilitate Municipal Administration Block by June 2018	2017-2022	
7	Environmental and social awareness to Society improved from 60% to 80% by June 2022		- To facilitate stakeholders meeting on environmental and social management plan among 167, mitaa leaders, 19, ward representatives, 24 Village Leaders, 10 NGOs and 10 Rligion leaders by June 2018 - To improve control measures of noise polution by procuring sound measure instrument by june 2018 - To improve natural resource location	2017-2022	

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			accuracy by procuring 2 GPS by June 2018 - To facilitate training of 50 Ward leaders on the impact of ESMP to development projects by June 2018		
	Road Services				
8	Improve 22.1 kms of roads by routine maintenance by June 2022		- To facilitate 22.1 kms routine maintenance along Majengo – Mponda, Sido – Wipanga, Sumbawanga – Kankwale, Ntendo – Mtimbwa, Mollo - Katumba Azimio - Pito – Malagano, Ulinji – Mawenzusi, King'ombe – Mawenzusi, Isesa – Nambogo, Kizwite – Chelenganya, Kisumba – Chelenganya, Mlanda – Pito, Malonje - Mollo Gerezani, Sumbawanga bituminous Town roads, Luwa – Fyengelezya, Kankwale – Luwa, and Momoka Ward by June 2018	2017-2022	MENG
9	Improve 0.95kms of roads by spot improvement by June 2022		- To facilitate 0.95km spot improvement along King'ombe - Kisiwani , Mafulala streets, Mlanda – Pito and Ntendo - Mtimbwa	2017-2022	MENG
10	Improve 38.8kms of roads by periodic Maintenance by June 2022		- To facilitate 3kms periodic maintenance along Sido – Wipanga, Kisumba – Chelenganya, Kankwale – Luwa, King'ombe – Mawenzusi, Malonje - Mollo – Gerezani, Malonje - Katumba Azimio - Pito – Malagano, Isesa – Nambogo, Kizwite – Chelenganya, tarmac roads, Kizwite Streets, Lwiche streets, Malangali streets, Msua street, Katusa Streets, Mazwi street, Machinjio – Kasesya, Majengo Streets, Chanji Streets, Izia – Bangwe, Hewa streets, Nazareth Church - Neema Church, Msakila - Bangwe (Merry bar), Msakila - Bangwe	2017-2022	MENG

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			Market, Florida - Msakila Mission, Tawaqal Filling Station - Mwenge Primary School, Mafulala Streets and Redio chemchem - kasesya road by June 2018		
11	Improve 3 bridge Construction by June 2022		- To facilitate 1 bridge construction along Katusa Streets by June 2018	2017-2022	MENG
12	Improve 5kms of Drainage Construction at Sumbawanga Town Street by June 2022		- To facilitate 0.65km drainage construction along Nyerere -Katusa road by June 2018	2017-2022	MENG
13	Provide allowance, Supervision cars and fuel cost by June 2022		<ul style="list-style-type: none"> - To facilitate allowances to Engineer and Technician by June 2018 - To facilitate Stationeries services by June 2018 - To facilitate supervision cars maintenance by June 2018 - To facilitate Diesel for supervision cars by June 2018 - To facilitate per diem to Engineer and Technician by June 2018 	2017-2022	MENG
14	1.5 Kms of ADRICS roads designed by June 2022		- To facilitate Engineering Design of ADRICS roads by June 2018	2017-2022	MENG
16	Livestock and Fisheries				
	Objective A: Improve services and reduce HIV/AIDS infection				
1	Number of Livestock/Fisheries Staffs Sensitized on HIV/AIDS Prevention Increased from 19 to 50 by June 2022		- To Conduct 1 Day Sensitization Meeting to 25 Livestock Staffs on HIV/AIDS Prevention by June 2018	2017-2022	Livestock Officer
	Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy				
2	Number of Livestock/Fisheries Staffs Sensitized on Corruption Prevention Increased from 19 to 50 by June 2022		- To Conduct 1 Day Sensitization Meeting to 23 Livestock/Fisheries Staffs on Corruption in Working Station by June 2018	2017-2022	Livestock Officer

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
Objective C: Improve access, quality and equitable social services delivery					
3	Livestock/Fisheries Services to Stakeholder Improved from 45% to 85% by June 2022	<ul style="list-style-type: none"> • Level of staff satisfaction 	<ul style="list-style-type: none"> - To Improve Working Environment for Livestock and Fisheries Department by June 2018 	2017-2022	Livestock Officer
4	Livestock Services improved from 65% to 90 by June 2022		<ul style="list-style-type: none"> - To improve 100 livestock health by procuring Vaccine for Black quarter, Newcastle and Rabies by June 2018 - To improve Milk production by using improved 10 improved species by June 2018 - To improve 100 Livestock species for Mawenzusi, Malagano and Wipanga Villages by June 2018 - To Facilitate quarterly monitoring and supervision by June 2018 	2017-2022	Livestock Officer
Objective D: Livestock Products Marketing Infrastructure Increased from 9 to 15 by June 2021					
5	Livestock Products Marketing Infrastructure Increased from 9 to 15 by June 2022		<ul style="list-style-type: none"> - To Facilitate Construction of Buyers Pen and 3 Auction stands at Kamita Livestock Market by June 2018 - To Facilitate Drilling of Water Borehole at Municipal Slaughter House by June 2018 - To Facilitate Construction of Barbed Fence at Kizwite Milk Processing Hub by June 2018 - To Facilitate Construction of Pig Slaughter House at Katandala by June 2018 - To Facilitate Rehabilitation/Replacing Frames to Dip Tanks at K/Azimio, Matanga and Malagano by June 2018 	2017-2022	Livestock Officer
6	Timely Implementation of DADPS Projects Increased from 80% to 100% by June 2022		<ul style="list-style-type: none"> - To Facilitate Preparation of DADPs Projects Plan for the Year 2018/19 by June 2018 - To Facilitate Promotion on Milk Drinking to 1200 Children to 4 Primary Schools at 	2017-2022	Livestock Officer

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			Mawenzusi, Malagano, Chipu and Fyengelezya by June 2018		
7	Fisheries Projects Services Improved from 7% to 20% by June 2021		- To Facilitate Monitoring and Supervision of Livestock and Fisheries activities by June 2018	2017-2022	Fisheries Officer
8	Number of Livestock Prevented against Transmissible Diseases Increased from 7% to 25% by June 2022		- To provide fixing of fitting for Cattle Dip at Ulinji, Katumba, Kasense, Luwa, King'ombe and Malagano by June 2018 - To facilitate Rehabilitation of Mawenzusi Cattle Dip by June 2018 - To Facilitate Construction of abattoir for Pig at Katandala by June 2018 - To Facilitate Construction of bore hole at Mazwi abattoir by June 2018	2017-2022	Livestock Officer
9	Number of High Grade Hides and Skin Increased from 2570 to 6800 by June 2020		- To Support Construction of Hides/Skin Processing Industry at Milanzi by June 2018	2017-2022	Fisheries Officer
10	Fishing Marketing Infrastructure Increased from 9% to 15% by June 2020		- To facilitate extension services by constructing a complete Hutchery Building by June 2018 - To facilitate 4 Supervision visit of Projects by June 2018 - To facilitate Construction of Fish Pond at Katumba Azimio, Matanga, Ntendo, Mawenzusi and Chipu Villages by June 2018 - To facilitate establishment of Green House at Katumba Azimio Village by June 2018 - To facilitate training on hatchery management to 2 fisheries Officer by June 2018	2017-2022	Fisheries Officer

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
17	Agriculture, Irrigation and Co-operative				
	Objective D: Increase quantity and Quality of social services and Infrastructure				
1	Agriculture Machinery and Implements Increased from 46 to 60 by June 2022	<ul style="list-style-type: none"> Number of Agriculture equipments procured 	<ul style="list-style-type: none"> To facilitate procurement of 2 maize sheller and construction of Banda for Malagano Vilaage by 2018 To facilitate procurement of 1 wheat thresher trailer at Mawenzusi AMCOS by June 2018 To facilitate construction of Fence at Katumba Azimio WARC by June 2018 To facilitate establishment of demonstration plots at Katumba Azimio WARC by June 2018 	2017-2022	MALDO
2	Warehousing receipt marketing system increased in Municipal Council from 1 to 3 by Juni 2022		<ul style="list-style-type: none"> To facilitate rehabilitation of 1 crop warehousing at Mawenzusi Village by Juni 2018 	2017-2022	MALDO
3	Timely Implementation of DADPS Projects increased from 80% to 100% by 2021.	<ul style="list-style-type: none"> Number of projects implemented Quality reports prepared 	<ul style="list-style-type: none"> To facilitate Monitoring and Evaluation of DADPS Projects by June 2018 To facilitate DADPS project write up by June 2018 	2017-2022	MALDO
4	Agriculture and Irrigation services are improved from 50% to 80% by June 2021		<ul style="list-style-type: none"> To facilitate the operation of Agriculture and Irrigation department by Juni 2018 	2017-2022	MALDO
	Objective C: Improve access, quality and equitable social services delivery				
5	Agriculture service improved from 60% to 90% by June 2021	<ul style="list-style-type: none"> Level of farmer satisfaction 	<ul style="list-style-type: none"> To Facilitate Quarterly Monitoring and supervision by June 2018 To Facilitate Training Through Nanenane Exhibition by using Katumba Azimio Village 	2017-2022	MALDO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			as role for Agriculture improvement model by June 2018 - To Facilitate the use of improved Technology of planting avocado at Malonje, Kisumba, Mlanda and Wipanga by June 2018 - To Support 300 farmers by subsidising inputs by June 2018 - To Facilitate Training to 30 Villagers on the Production of Irish Potatoes at Mponda and Chipu Villages by June 2018 - To conduct one day orientation to 300 farmers from 19 wards on the best way food preservation especially Vegetables, Cassava, sweet potatoes so as food consumed nutritious throughout the year by June 2018 - To support 5 technological local innovation by June 2018 - To Facilitate Construction of Fence at Katumba Azimio Agriculture Resource Centre (WARC) by June 2018 - To Facilitate establishment of Crop Market at Malagano Vilage by June 2018		
6	Cooperatives services improved to 13 cooperative groups by June 2020	•	- To facilitate monthly visit for supervision to 13 Cooperatives by June 2018	2017-2022	MALDO
18	Primary Education Department				
	Objective A: Improve services and reduce HIV/AIDS infection Strategies <ul style="list-style-type: none"> Strengthen food support to PLHA Provide nutritional and medical support to PLHA community groups 				

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
	<ul style="list-style-type: none"> Develop programs to Sensitization and awareness about HIV/AIDS infection and preventions 				
1	Stigma denial and descrimination reduced from 7% to 0% by June 2022	<ul style="list-style-type: none"> Number of staff trained 	<ul style="list-style-type: none"> To conduct one day sensitization meeting to 65 Primary schools by June 2018 	2017-2022	MPEO
	Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy				
2	Corruption awareness increased from 75% to 80% by June 2022	<ul style="list-style-type: none"> % of improved staff performance and efficiency increased 	<ul style="list-style-type: none"> To conduct two days sensitization meeting to 65 primary school teachers on corruption by June 2018 	2017-2022	MPEO
	Objective c: Improve access, quality and equitable social services delivery				
3	Service delivery in education department enhanced from 90% to 98% by June 2022	<ul style="list-style-type: none"> Number of teacher trained 	<ul style="list-style-type: none"> To facilitate day activities of the deparatment by June 2018 To conduct 1 day training on nutrition to 55 teachers by June 2018 	2017-2022	MPEO
4	Primary Education teaching working environment enhanced for 95% by June 2022	<ul style="list-style-type: none"> % of improved staff performance and efficiency increased 	<ul style="list-style-type: none"> To pay statutory allowances to Primary School Teachers by June 2018 To pay statutory allowances to Primary School Teachers by June 2018 To improve working environment by paying Responsibility allowances to 19 Ward Education Coordinator by June 2018 	2017-2022	MPEO
5	Pass rate examination increased up to 90% to by June 2022	Increase % of pupils who pass in primary schools	<ul style="list-style-type: none"> To facilitate conduction of std IV Examination by June 2018 To facilitate conduction of std VII Examination by June 2018 	2017-2022	MPEO
6	Primary School performance improved from 80% to 95% by June 2022	<ul style="list-style-type: none"> Increase % of pupils who pass in primary 	<ul style="list-style-type: none"> To facilitate capitation to 58189 Primary Schools by June 2018 	2017-2022	MPEO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
		schools			
Objective D: Increase quantity and Quality of social services and Infrastructure					
7	Services delivery in 25 Primary Schools improved from 65% 85% by June 2021 by June 2022		<ul style="list-style-type: none"> - To facilitate construction of Senti,Utengule,Kasisiwe, Kashai, Mkuyuni and Isale, and Sokolo new Primary schools by Juni 2018 - To facilitate completion of 9 primary schools classrooms 1 Chanji,1 Katandala,1 Katusa, 1 Lukewile, 1 Mlanda,2 Msua, Mtimbwa 1 na kinamwanga 2 by Juni 2018 - To facilitate construction of toilets for , Lukewile,Kasisiwe, Mafulala, King'ombe,and Mawenzusi by Juni 2018 - To facilitate Staff house construction for Primary schools at ,Kashai, Senti,,Utengule, Kasisiwe and Isale by June 2018 - To facilitate rehabilitaion of of 2 staffs houses for Kinamwanga Primary school by June 2018 - To facilitate construction of toilets at Kankwale,King'ombe,Chipu, Ndua, Mwenge A, Kasense and teacher's toilet at Milanzi Primary School by June 2018 - To facilitate construction of classrooms to 16 Primary schools (Isale2 , Mkuyuni 2,Sokolo 3,Kashai 2,Utengule 2, Senti 3, Kasisiwe 2) by June 2018 - To Construct a toilet at Kashai Primary School through CDCF by June 2018 	2017-2022	MPEO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			<ul style="list-style-type: none"> - To facilitate construction of a Carvat to Katumba Azimio Primary School through CDCF by June 2018 - To facilitate completion of classroom at Mlanda B Primary School through CDCF by June 2018 - To facilitate production of 307 desks by June 2018 - To construct school Workshop at Katandala A Primary School by June 2018 - To facilitate construction of 2367.69 Desks for Primary school students by June 2018 		
	Adult Education				
8	COBET and MEMKWA education services enhanced from 60% to 85% by June 2020	<ul style="list-style-type: none"> • % of improved staff performance and efficiency increased 	- To improve working environment by paying teaching allowances 11 COBET and MEMKWA teachers teachers by June 2018	2017-2022	MPEO
19	Secondary Education Department (Administration)				
	Objective A: Improve services and reduce HIV/AIDS infection Strategies: <ul style="list-style-type: none"> • Strengthen food support to PLHA • Provide nutritional and medical support to PLHA community groups • Develop programs to Sensitization and awareness about HIV/AIDS infection and preventions 				
1	New HIV/AIDS incidence reduced from 7.1% to 5% by 2022	Number of staff trained	- To conduct sensitization meeting on HIV/AIDS to 34 Secondary school staffs by June 2018	2017-2022	MSEO
	Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy				

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
2	Corruption cases in Secondary School Department reduced from 80% to 45% by June 2022	<ul style="list-style-type: none"> % of improved staff performance and efficiency increased 	<ul style="list-style-type: none"> To facilitate training to 15 Anti corruption clubs I Secondary school by June 2018 	2017-2022	MSEO
Objective C: Improve access, quality and equitable social services delivery					
3	Secondary School Education Services enhanced from 80% to 90% by June 2022	<ul style="list-style-type: none"> % of improved staff performance and efficiency increased 	<ul style="list-style-type: none"> To improve working environment by paying statutory allowances to 15 department staffs by June 2018 To facilitate daily office operation by June 2018 To facilitate office activities by June 2018 	2017-2022	MSEO
Objective D: Increase quantity and Quality of social services and Infrastructure					
4	Secondary school education enhance from 75% to 95% by June 2022	<ul style="list-style-type: none"> % of improved staff performance and efficiency increased 	<ul style="list-style-type: none"> To facilitate daily operation of Secondary Education Department by June 2018 	2017-2022	MSEO
Operations					
5	Secondary school performance in NECTA increased from 75% to 90% by June 2022	<ul style="list-style-type: none"> Increase % of pupils who pass in primary schools 	<ul style="list-style-type: none"> To facilitate form II National Examination by June 2017 To facilitate form IV Examination by June 2018 To facilitate form VI National Examination by June 2018 	2017-2022	MSEO
6	Secondary school services improved from 70% to 100% by June 2020	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> To effect capitation to 11366 students in Secondary Schools by June 2018 To improve Secondary School performance by providing school meal to Boarding 	2017-2022	MSEO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			students by June 2018 - To facilitate school fees compensation 10125 Day school Students by June 2018 - To facilitate school fees compensation 258 boarding school Students by June 2018		
	Working environment to Secondary School Staffs improved from 60% to 90% by June 2022	<ul style="list-style-type: none"> % of improved staff performance and efficiency increased 	- To enhance conducive working environment by effecting leave travel and moving expenses by June 2018 - To effect responsibility allowances to Headmasters by June 2018	2017-2022	MSEO
Objective D: Increase quantity and Quality of social services and Infrastructure					
	Secondary School infrastructure improved from 70 to 95% by June 2020	<ul style="list-style-type: none"> 	- To facilitate construction of 4 toilets at at Mafulala, Sumbawanga, Mazwi, and Kichema Secondary School by June 2018 - To facilitate construction of administration block at Kichema Secondary Schools by June 2018 - To facilitate construction of Hostel at Kichema Secondary schools by June 2018 - To facilitate completion of 6 Laboratories by June 2018 - To facilitate construction of 300 table and 300 Chairs for Secondary school students by June 2018	2017-2022	MSEO
	Secondary School infrastructure improved from 0 to 17 Secondary schools by June 2022	<ul style="list-style-type: none"> 	- To facilitate Construction of 4 Pit Latrine to Secondary schools by June 2018 - To facilitate completion of 8 Secondary schools Classrooms by June 2018 - To facilitate completion of 42 Laboratories by June 2018 - To facilitate completion of 6 laboratories to	2017-2022	MSEO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
			secondary Schools)by June 2018 - To construct 2 Classrooms for A, Level Students at Sumbawanga Secondary School by June 2018 - To construct dormitory fence for girls at Kizwite Secondary School by June 2018		
20	Community Development, Youth, Social welfare and Gender and Children Department				
	Objective A: Improve services and reduce HIV/AIDS infection				
	Risk of HIV infection among the most vulnerable group reduced in 19 Wards by June 2022	Level of awareness	- To train 100 Women and 100 faith leaders on CCE, GBV and male Circumcision in 19 Wards by June 2018 - To conduct community sensitization meeting on male Circumcision in 19 wards and reduce their HIV risk of infection in 19 Wards by June 2018		MCDO
	Proper use male and female condoms promoted in 19 wards by June 2022	Number of programme	- To conduct 38 sensitization meeting in 19 Wards on correct and consistence use of male and female Condoms by June 2022 - To support availability of condoms in all Municipal Health facilities and community outlet in 19 Wards by June 2018		MCDO
	Monitoring and Evaluation of HIV/AIDS conducted to 19 Wards by June 2022		- To conduct 2 stakeholders meeting in the level of Council by June 2018 - To facilitate participation of CHAC in 4 zone meeting by June 2018 - To facilitate 4 Quarterly monitoring and evaluation visit in 19 Wards by June 2018		MCDO
	HIV/ AIDS issue mainstreamed in 19 Wards and public sector by June 2022	Level of awareness	- To Conduct three days training to 1 WMAC and 5 VMACS on their responsibilities by June 2018		MCDO

S/ N	Target	Key performance indicator	Activity	Timeframe 2017-2022	Responsible person
	Objective C: Improve access, quality and equitable social services delivery				
	Number of NGOs supervised increased from 7 to 20 by June 2020		- To facilitate the coordination of 7 NGOs by June 2018		MCDO
	Number of vulnerable children supported increased from 40 to 80 by June 2020	Number of children	- To support 25 children in education matters by June 2018		MCDO
	Number of people having Entrepreneurship skills increased from 100 to 150 by June 2020	% of skills	- To facilitate training to 60 Entrepreneur income generating activities by June 2018		MCDO
	working environment to CDO Department improved from 75% to 85% by June 2020	% of services	- To facilitate daily office operations by June 2018		MCDO
	Number of women and youth supported increased from 100 to 500 by June 2020	Number of women, youth	- To facilitate Loan provision to 100 Women and 100 youth by June 2018 - To facilitate Loan recovery by June 2018To facilitate		MCDO
	Human Welfare improved from 60% to 85% by June 2020	% of working environment	- To improve living standard by providing relief assistance to 6820 people in Municipality by June 2018 - To facilitate supervision at council level by June 2018 - To facilitate supervision at Ward Level level by June 2018		MCDO
	Prevalance of stunting and wasting in children reduced from 42% to 5% by June 2020		- To conduct community sensitization to 19 Wards on the importance of using iodized salt by June 2018		

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