

INTERNAL AUDIT UNIT:

Objective; Enhance good governance and administrative services:

Internal Audit Unit undertakes its functions in accordance with the Local Government Finances Act of 1982 section 45 (1) which requires all Local Government Authorities to employ its Internal Auditor.

Duties and responsibilities of the Internal Audit are highlighted in the Local Authorities Financial Memorandum (LAFM 1997) as revised in 2009 orders number 13 and 14. It is the responsibility of the Council to create conducive environment to enable internal auditors do their work independently and without interference. The auditors should have free access to any documentation they need and allowed to interview any officer in order to obtain sufficient evidence for preparation of audit reports. Internal Audit Unit of Tanga City Council is staffed with two auditors possessing appropriate qualifications to perform quality internal audit activity.

Following diversification of internal audit responsibilities, the Central Government has taken several initiatives to improve efficiency of internal audit units as follows:

- Number on internal auditors was increased from one to two or more. Currently Tanga City Council has two internal auditors.
- Provision of Other Charges (OC) grant to all internal audit units with effect from 2006/2007. The internal audit OC was initially fixed at shillings 6 million per annum and thereafter raised to 15 million in 2009/2010.
- Training on International Public Sector Accounting Standards (IPSAS) was conducted.
- Heads of Internal Audit Units were given status of Heads of Departments.
- Provision of one set of Desk Top computer to each LGA internal audit unit.

Responsibilities of Internal Audit Unit

- Review of accounting system and related internal controls to ensure that laws and regulations are observed.
- Inspection of procurement activities, performance of the Tender Board,
- Inspection of Development Projects, carry out Performance audit (Value for Money Audit) and review of contracts related to procurement and revenue collection.

- Verify if money and other resources of the Council are used appropriately to achieve the goal of providing quality services to the residents of Tanga City.
- Verify implementation of resolutions, policies and plans of the Council.
- Verify if money and other resources of the council are used to meet intended activities.
- Verify that revenue and all monies received by the Council are properly acknowledged, banked and used in accordance with financial regulations.
- Verify if the Council takes appropriate action on the advice and recommendations given in the internal audit reports.

COMMUNITY SOCIO – ECONOMIC EMPOWERMENT PROGRAMME

Objective: Improve social welfare, gender and community empowerment.

Situation Analysis:

During the implementation of the SP (2016-2021) the programme achieved a number of its projected result areas. In child development for example, emphasis was put on empowering parents, guardians and children on the rights of children and importance of parents to send their children in day-care centers.

On addressing gender concerns, the programme supported women through giving soft loans, and training on business skill, H.I.V./AIDS and gender. This was in response to the Tanga Gender Profile, which shows that, most of women are poor, most are in the formal sector with small capital and use poor technical know-how. Yet men control the household resources.

The programme had limited success in introducing low cost housing technology. This initiative ended at the level of conducting community meetings and training of technicians. The factors that constrained the efforts to achieve this result area will be addressed as we go into the current LRSP. Also the programme will draw lessons from other development actors in the city who have been involved in low-cost housing initiatives (e.g. Habitat and STP).

The Programme also strengthened the existing primary cooperatives societies, facilitated the establishment of new ones as a poverty reduction strategy.

2.6 Stakeholders Analysis/SWOC Analysis

2.6.1 Stakeholder Analysis:

The main sectors for investment opportunities within the Tanga City include processing industries, fishing, cement, lime and salt production, tourism based on the beautiful beaches and interesting natural and cultural sites like limestone caves, hot springs and war memorials including conference tourisms. Apart from touching normal residents' livelihood in the council they also influence on a variety of stakeholders with City requirements and expectations from Central Government and City Council as well.

In view of the above, stakeholders of the Tanga City council can be grouped as shown below:-

2.6.2 Names of the Key Stakeholders:

- Central Government and Regional Secretariat
- Business community, formal, informal sectors and those carrying out business transaction with the Council
- Non Governmental organizations (NGO's-Foreign and Local)
- Religious groups
- Staff working for the City council
- The general Community of City Council, and Community Based Organizations (CBO's)
- Political Parties and Politicians
- Representative and pressure group-farmer's workers, students and other groups
- Development partners (WORLD BANK, GIZ, DED, UKETA, TASAF and TACAIDS)

2.6.3 Expectations of Stakeholders:

The Strategic Plan aim at full realization of objectives to attain targets, hence stakeholders are mostly ambitious and expect more quality service towards attainment of development. Therefore the success of implementation of the plan will depend on participation of all development stakeholders and that everyone will use the resources available to make sure that the plan provide good results.

The community is expected to work hard and participate fully in implementation of the plan and also required to maintain stable and peacefully environment. This will help in maintaining enabling environment which will attract local and foreign investors to achieve the goals set in the plan.

Stakeholders expect effective and timely quality services from the City Council whereas the Tanga City Council expects full participation and collaboration of community, NGO's and other organizations in Development and implementation of strategic Plan. This will be done through collective efforts of all stakeholders.

Table 19: Name of Key Stakeholders and Expectations

No	Names of key Stakeholders	Service Offered to Stakeholder	Expectations
1	Central Government Ministries	<ul style="list-style-type: none"> - Issues guidelines and policies to the grass root level - Link with LGAs Linking with other institutions operating in the City 	<ul style="list-style-type: none"> - Policies and guide lines are well translated to the community and other stakeholders. - Feedback on interpretation of Policies and guidelines. - There is timely feedback and recommendations, - Provide information on physical and financial progress reports.
2	Public Institutions	<ul style="list-style-type: none"> - Information - Interpretation of Policies - Law enhancement 	<ul style="list-style-type: none"> - Timely service provision - Good cooperation
3	Non-Government Civil Societies Organizations (CSO,NGO,CBO, FBO, etc)	<ul style="list-style-type: none"> - Coordination between the central Government, City Council and the Organizations - Translation of policies and guide lines 	<ul style="list-style-type: none"> - Timely and correct information dissemination - Harmonize linkage with central Government and the community
4	Community	<ul style="list-style-type: none"> - Ensure peace and tranquility - Provision and equitable health services in the City - Ensure good Governance , law and order - Information feedback - Interpretations of policies, laws and regulations. - Technical advice 	<ul style="list-style-type: none"> - Good Governance - Timely effective and efficient provision of health services in the City - Existence of peace and tranquility in the City - Enforce law and orders - Timely response to their complaints and problems
5	Public Servants	<ul style="list-style-type: none"> - Improve their remunerations 	<ul style="list-style-type: none"> - Timely payment of salaries and other Employment benefits

		<ul style="list-style-type: none"> - Training - Coordination and supervision. - Guidance and consultation as required. - Working tools 	<ul style="list-style-type: none"> - Ensure availability of working tools - Ensure existence of an incentive scheme - Conducive working environment. - Ensure presence of training program according to the needs - Motivation - Timely feed back - Capacity building
6	Private Sector	<ul style="list-style-type: none"> - Ensure peace and tranquility - Interpretation of policies, Laws and regulations - Guidelines and regulations - Link with the central Government - Information feedback - Interpretations of Technical advice 	<ul style="list-style-type: none"> - Ensure presence of favorable investment climate - Ensure good Governance and availability of technical consultation service - Timely, quality and positive response. - Peace and harmony. - Timely response to their complaints and problems. - Good co-operation
7	Political Polities	<ul style="list-style-type: none"> - Ensure equal treatment to all parties - Ensure peace and harmony - Coordination - Information feedback - Interpretation of policies, Laws and regulations 	<ul style="list-style-type: none"> - Equal treatment of all parties - Presence of peace and harmony - Presence of good political environment - Recognition. - Good cooperation
8	Development Partners <ul style="list-style-type: none"> - WORLD BANK - GIZ - DED - UKETA - TACAIDS 	<ul style="list-style-type: none"> - Facilitate registration - Information. - Interpretations of policies, laws and regulations. - Technical advice and financial supporting 	<ul style="list-style-type: none"> - Presence of peace and tranquility - Appropriate interpretation of law, peace and guidelines - Absence of bureaucratic system - Presence of good advisory support - Staff commitment - Community involvement in decision making

			<ul style="list-style-type: none"> - Timely, quality and positive response to their complaints and problems. - Good co-operation
9	Cooperatives	<ul style="list-style-type: none"> - Give registration services - Conduct supportive supervision 	<ul style="list-style-type: none"> - Timely response of registration - Quality technical advice
10	Media	<ul style="list-style-type: none"> - Information 	<ul style="list-style-type: none"> - Timely and accurate information. - Good cooperation. - Recognition - Peace and harmony
11	Development Partners	<ul style="list-style-type: none"> - Information - Assistance on Project monitoring, supervision and evaluation. - Submission of progress reports 	<ul style="list-style-type: none"> - Good detailed project profile. - Peace and harmony - Good cooperation. - Quality reports

2.7 SWOC ANALYSIS:

Tanga City Council is the major deliver of all the basic socio-economic services to her population. The following is the summary or its Strength, Weaknesses, opportunities and Threates/Challenge and comparative advantage.

2.7.1 Strength and Weaknesses:

2.7.2 Strength:

Tanga City Council has the following Strength and impact that make it the undisputable reliable provider of all services

- Major provider of basic services
- Co-ordination and working with other service providers
- Experience in local resource mobilization
- Experience in Management of resources from within and from other donors
- Control of Government structures to the grassroots level
- Political support of all Parties
- Community support as the latter's own institution
- Committed skilled and experienced human resource
- Team work spirit of its employees

- Good leadership of both staff and that from the electorates
- Donor support in Development issues
- No competitor as a Local Authority within its area of jurisdiction
- Its existence is backed by Act of Parliament No. 7 of 1982
- Has mandate to pass bylaws for enforcing the implementation of its activities
- Full support in all fronts from the central Government

2.7.3 Weaknesses:

Despite the strength and opportunities the Tanga City Council has, it all recognizes to have the following weakness, which will be addressed in future if its intended objectives are to be met.

- Shortage of staff in some key sectors
- Insufficient to service delivery in some sectors
- Difficult to mobilize local financial resources
- Shortage of working gears

2.7.4 Opportunities and Challenges:

2.7.5 Opportunities:

- Good climate with reliable rainfall
- High agricultural potential including irrigation
- Possibility of introduction of new cash crops
- The Development of Tanga corridor can open trade and industry
- Possibility to invest in mining industry
- Presence of suitable Natural Forest for Beekeeping industry
- Enough reliable land for investment

2.7.6 Challenges:

The Council considers the following threats to exist and that can affect the implementation and achievement of the set objectives in the plan period.

- Persistent high morbidity among the population due to HIV/AIDS and malaria
- Moderate Infant Mortality Rate
- High incidence rate of HIV/AIDS infections

- Inadequacy of school equipment and buildings
- Moderate illiterate rate
- Low local income generation per capita

2.8 Critical Issues

Critical issues from Each Departments and sections are as follows;

EDUCATION SECTOR

PRE-PRIMARY EDUCATION:

- Lack of classrooms
- Lack of well trained teachers for Pre-Primary children
- Lack of proper teaching and learning materials
- Shortage of furniture e.g. desks

PRIMARY EDUCATION:

- Shortage of classrooms
- Shortage of desks
- Shortage of toilets
- Insufficient text books
- Lack of food for pupils
- Orphanage problems
- Shortage of teachers
- Shortage of teachers houses
- Lack of fund to support In-service training and to conduct seminars and short courses for teachers
- Absence of the deeds and maps for schools lands

ADULT EDUCATION:

- Poor willingness and readiness of adults to join literacy and adult education programmes
- Shortage of teachers/adult educators

- Insufficient fund/honoraria for adult educators
- Shortage of learning materials

➤ **SECONDARY EDUCATION:**

- Shortage of classrooms
- Lack of laboratories and facilities for practical and science subjects
- Lack of hostels for students in peripheral schools
- Lack of staff houses
- Lack of libraries
- Orphanage problems

ROADS

- Poor road accessibility
- Unavailable or deteriorated earth walkways and bus stand
- Deteriorated earth/gravel roads
- Unavailability of Traffic lights
- Un availability of street light in some streets.
- Poor drainage system.
- Sea beach, Island and land soil erosion
- Water borne disease caused by use of unsafe water and water from local shallow wells
- Underutilized water resources
- Unsustainable and poorly managed water scheme

LIVESTOCK

- Low production of livestock due to low genetic potential
- Inadequate extension services which leads to poor knowledge and skills
- Poor livestock marketing
- Livestock pests and diseases / disease outbreak
- Shortage of pasture, feeds and water
- Inadequate of knowledge and skills to livestock keepers

AGRICULTURE /CROPS

- Un reliable rainfall and droughts
- Low production of food and cash crops
- Inadequate extension services which leads to poor knowledge and skills
- Poor crop marketing
- Crop pests and diseases / disease outbreak
- Shortage of pasture, feeds and water
- Inadequate of knowledge and skills to livestock keepers
- Poor soil fertility / Degraded soil

COOPERATIVES

- Low knowledge of community on cooperative
- Low income
- Shortage of staff

BEEES

- Poor knowledge on bee keeping
- Shortage of staff
- Culture of the people

FISHERIES

- Poor fish catch
- Poor marketing and storage facilities
- Illegal fishing and degraded environment
- Poor knowledge to fishermen

FORESTS

- Shortage of staff
- Un sustainable harvesting of forests / illegal tree harvesting
- Burning of vegetation
- Low knowledge on environment conservation measures

FINANCE

- Increase collection of revenue
- Control of revenue collection
- Selection of revenue collection agents.
- Payment of suppliers and contractors' liabilities in time.

AUDITING

- Lack of EPICOR skills for Internal Auditors
- Inadequate number of Internal Auditors
- Lack of reliable means of transport.

HUMAN RESOURCES

- Need for improvement of good governance
- To maintain law and order at each level
- Lack of enough qualified staff in some of the qualification
- Financial barrier
- Political influence

URBAN PLANNING

- Land acquisition process requires a lot of money.
- Community lack awareness of Land Act in which Land is public property.
- Availability of master plan which will simplify planning
- Inadequate qualified staff in land, survey valuation
- Squatter upgrading for unplanned areas as well as prevent of unplanned settlement
- Valuations issues i.e. people are reluctant to accept the values because they don't know the law.

TRADE AND ECONOMY

ECONOMY

- Existence of poverty among the residents in the City
- Unorganized data and other information required for/economic decision making (Economic indicators).
- Lack of adequate communication and broadcasting

Trade and Informal sector:

- There is no enough Market in the council
- The existing Market need to be improved to suite the requirement
- Some of the Market lack essential facilities such as water and latrine
- Poor education among the traders on matters relating to rules and regulation governing trade activities in the country

HEALTH DEPARTMENT:

- Maternal and Mortality Rate is still high
- Shortage of skilled medical staff at all level
- Staff houses especially at the peripheral is inadequate
- Public Health delivery services is still unsatisfactory
- The prevalence rate of HIV/AIDS is still high
- Absence of Ambulance for emergency services at the Health Facilities
- Malaria is still leading causes of morbidity and Mortality

ENVIRONMENTAL SANITATION DEPARTMENT:

- Few worn out equipment and vehicles for garbage collection.
- Lack of sanitary land fills.
- Inadequate Community awareness and involvement on environmental sanitation issues.
- Inadequate budget and Resources for environmental sanitation Department
- Shortage of skilled Health staff.
- Inadequate number of heavy equipment for solid waste management e.g wheel loader, excavator etc.
- Support to private sector and community organization interested to waste collection is still low.

CHAPTER THREE

3.1 The plan

This Chapter presents the plan (Vision statement, mission and core values) that need to be realized in five years periods (2016/2017 to 2020/2021) after attaining various strategic interventions to be undertaken during the period of the strategic planning cycle. This Chapter presents (objectives, strategies, targets and interventions) that are envisaged to be implemented and realized in that period of the strategic planning cycle that will lead to achievement of the Development Objective.

3.2 Vision statement

“Tanga City Population wellbeing improved with access to sustainable social and economic service within values of good Governance”

3.3 Mission statement:

“Empowering and involving all development actors in development process to deliver quality social and economic services using the available resources.

3.4 Core values

- Professionalism*
- Accountability and Transparency*
- Integrity*
- Collective responsibility*
- Effectiveness and efficiency*

3.5 Objectives, Strategies, Intervention and Targets

3.6 Implementation of programs

The TCC Development Plan objectives, strategies, intervention and targets will be implemented through departments and sections and are described in detail as follows:

LIVESTOCK AND FISHERIES

The general objective of agricultural and cooperatives sector is to ensure socio-economic status of the community improved through sustainable use of the available resources. To achieve the general objective of ensuring good nutrition and improved income, the sector has set down the following specific objectives, targets and strategies.

Objective A: Services Improved and HIV / AIDS Infections Reduced

Strategy:

- ✓ Encourage Voluntary counseling
- ✓ Ensure Condom availability
- ✓ Care and support services to staff living with HIV/AIDS provided

Interventions:

- ✓ Conduct a situational analysis on HIV/ AIDS among staff
- ✓ Conduct HIV/AIDS focus education sessions to employees and their families
- ✓ Support staff living with HIV/AIDS

Target: Awareness and supports to staff with HIV/AIDS conducted by 2015/16

Objective C: - Increase Quantity and Quality of Social Services Delivered

Strategies:

- ✓ Staffs are trained
- ✓ Office and Working environment improved

Interventions:

- ✓ Facilitate staff to attend training
- ✓ Facilitate extension staff with transport facilities
- ✓ To facilitate office with furniture, equipment, office supplies and utilities
- ✓ Train leaders (Councilors and CMT members)
- ✓ Facilitate staff with fringe benefits
- ✓ Conduct monitoring and evaluation

Target:

- ✓ Working environment of staff improved by 2021
- ✓ Training to staff, councilors and CMT conducted by 2021

Strategies:-

- ✓ Facilitate stakeholders meeting
- ✓ Conduct sensitization meeting
- ✓ Facilitate training
- ✓ Establishment and strengthen of Ward Resource Centre (WRC)

- ✓ Strengthening Pongwe Mechanization Centre

Interventions:

- ✓ Conduct stakeholders meeting
- ✓ Facilitate different type of training- residential, on site and study tour
- ✓ Construction and strengthening of Ward Resource Centre
- ✓ Strengthening Pongwe Mechanization Centre

Target: Livestock Keepers are reached, advised, trained, skilled and motivated by year 2020/2021

Strategies:-

- ✓ Improve utilization of rangeland
- ✓ Improve established pasture and utilization
- ✓ Ensure improved access to reliable water supplies through promotion of rain water harvesting
- ✓ Improve access to improved animal breeds and artificial insemination services
- ✓ Control livestock pests and diseases
- ✓ Improve access and quality of veterinary services
- ✓ Improve livestock products marketing facilities ie milk collection centre and slaughter houses

Intervention:-

- ✓ Train livestock keeper
- ✓ Establish FFS on pasture
- ✓ Construction of charcodams
- ✓ Facilitate livestock keepers with improved animal breeds
- ✓ Facilitate AI(Artificial insemination) services
- ✓ Facilitate vaccination and improve access of veterinary services
- ✓ Construction and rehabilitation of dips
- ✓ Construction Of City Abattoir / Slaughter House And Slaughter labs
- ✓ Improve Livestock Product Markets

Target: - Livestock Production increased by 20% (Milk, Meat and Eggs)

Strategies:

- ✓ Increase access to improved fishing gears
- ✓ Reduce negative impacts on water sources (ocean) and scale up participatory coastal zone conservation measures
- ✓ Empowerment of fisheries staff and fishermen on improved fishing practices and management skills
- ✓ Construction of marketing, processing and cold storage facilities.
- ✓ Establishment of Mari-culture and other cold water fish ponds

Intervention:

- ✓ Training of staff and fishermen
- ✓ Increase access to modern fish gears
- ✓ Increase patrol and scale up participatory coastal zone conservation
- ✓ Facilitate construction of fish marketing, processing and storage facilities
- ✓ Facilitate construction of fish ponds

Target:

- ✓ Awareness on modern fishing to staff and fishermen conducted by 2021.
- ✓ Modern fish market constructed by 2021
- ✓ Mari-culture and cold water fish ponds established by 2021
- ✓ Sea patrol and participatory coastal conservation improved by 2021

AGRICULTURE AND COOPERATIVES

The general objective of agricultural, fisheries and cooperatives sector is to ensure socio economic status of the community improved through sustainable use of the available resources. To achieve the general objective of ensuring food security and improved income, the sector has set down the following specific objectives, targets and strategies.

Objective A: Services Improved and HIV / AIDS Infections Reduced**Strategy:**

- ✓ Encourage Voluntary counseling
- ✓ Ensure Condom availability

- ✓ Care and support services to staff living with HIV/AIDS provided

Interventions:

- ✓ Conduct a situational analysis on HIV/ AIDS among 80 staff by 2021
- ✓ Conduct HIV/AIDS focus education sessions to 150 employees and their families
- ✓ Support staff living with HIV/AIDS

Target: Awareness and supports to staff with HIV/AIDS conducted by 2020/2021

Objective C: - Increase Quantity and Quality Of Social Services Delivered

Strategies:

- ✓ Staffs are trained
- ✓ Office and Working environment improved

Interventions:

- ✓ Facilitate staff to attend training
- ✓ Facilitate extension staff with transport facilities
- ✓ To facilitate office with furniture, equipment, office supplies and utilities
- ✓ Train leaders (Councilors and CMT members)
- ✓ Facilitate staff with fringe benefits
- ✓ Conduct monitoring and evaluation

Target: Working environment of staff improved by 2021

Strategies:-

- ✓ Facilitate stakeholders meeting
- ✓ Conduct sensitization meeting
- ✓ Facilitate training
- ✓ Establishment and strengthen of Ward Resource Centre (WRC)
- ✓ Establishment of Farmers Field Schools

Interventions:

- ✓ Conduct stakeholders meeting
- ✓ Facilitate different type of training- residential, on site and study tour

- ✓ Construction and strengthening of Ward Resource Centre
- ✓ Establishment of Farmers Field Schools

Target:

- ✓ 20,000 Farmers and fishermen are reached, advised, trained, skilled and motivated by year 2020/2021
- ✓ Construction of 2 ward resource Centre by 2021
- ✓ 4 Farmers Field Schools established by 2021

Strategies:

- ✓ Increase number of irrigation schemes and promote water use efficiency in irrigation schemes
- ✓ Improve and increase access to farm inputs and implements
- ✓ Timely control of crop pests and disease outbreaks
- ✓ Improve market facilities

Interventions:

- ✓ Facilitate construction and strengthening of irrigation schemes
- ✓ Improve access to farm inputs such as improved seeds, fertilizer and pesticides
- ✓ Facilitate farmers to procure and use improved farm implements such as plough and tractors
- ✓ Facilitate construction of crop godowns

Target:

- ✓ Crop Production Increased By 100 % by 2021
- ✓ 3 irrigation schemes constructed by 2021

Strategies:-

- ✓ Facilitate the establishment of a primary cooperative societies and SACCOS
- ✓ Carry out auditing to primary cooperative societies and SACCOS

Interventions:

- ✓ Conduct sensitization meeting

- ✓ Conduct training
- ✓ Facilitate registration of societies
- ✓ Carry out auditing to Societies

Target: -

- ✓ Cooperative Societies and SACCOS established, maintained and strengthened by 2021
- ✓ Auditing to Cooperative Societies and SACCOS Carried out by June 2021

FINANCE AND TRADE DEPARTMENT:

Objective: Service Improved and HIV/AIDS Infections Reduced

Strategies:

- ✓ Develop programmes to fight the spread of HIV and AIDS in work places.
- ✓ Sensitize formation of groups of people living with HIV/AIDS in various levels and establish productive economic units
- ✓ Identify HIV/AIDS victims in the work place and allocate budget in all departments in order to take care of them
- ✓ Increase aid and service to people living with AIDS in order to reduce impact of the syndrome.

Interventions:

- Condoms availability.
- Awareness programmes.

Targets:

- To reduce new cases of HIV infections from 8.8 % to 1.1%
- Increased number of people attending VCTs.

Objective: Enhance good governance and administrative services.

Strategies:

- ✓ Improve and streamline revenue collection system

Interventions:

- Keep, update and maintain correct and realistic revenue data.
- Increased usage of revenue collection agents in collecting Council revenue.
- Institute binding measures against Council tax defaulters.
- Provide adequate supervision for preparing and completing accounting and financial reports.

Targets:

- ✓ Council revenue collection increased by 30%each year by 2021.

Strategies:

- ✓ To ensure that Financial and procurement regulations are complied with.

Target:

- ✓ Government Financial Accounting procedures and Procurement Act and Regulations adhered and strengthened by June 2021.

Interventions:

- ✓ Capacity building to staff to manage council resources.
- ✓ Respond timely to external and internal audit queries.

TRADE SECTION

Objective: Improve access, quality and equitable social services delivered

Strategy: Encourage Public – Private sector Partnership

Interventions:

- ✓ Provision of trade services for domestic and export trade
- ✓ Stimulate Public – Private sector partnership
- ✓ Improve Human capacity development

Target

- ✓ Public – Private sector partnership stimulated and promoted by 2021

Strategy :

- ✓ Upgrade and develop new capabilities in order to maintain the growth of domestic markets

Interventions:

- ✓ Trade development (entrepreneurs) through stimulating internal market.
- ✓ Establish market centers for crops and livestock products
- ✓ Training in quality assurance

Target:

- ✓ New domestic markets upgraded and developed by 2021
- ✓ Current markets rehabilitated by 2021
- ✓ SMEs trained on modern business management by 2021
- ✓ Market centers for crops and livestock products established by 2021.

HEALTH DEPARTMENT:

Objective: Services improved and HIV/AIDS infections Reduced

Strategy: Reduced of HIV/AIDS Prevalence's at the working Place and at the Private Sector

Intervention

- ✓ Encourage voluntary counseling and testing
- ✓ HIV/AIDS awareness programmes including vulnerable groups
- ✓ VCT program accessible to all HIV/AIDS screening
- ✓ STI screening and treatment.

Targets:

- ✓ Number of VCT increased from 26 to 30 in the year 2021.
- ✓ Number of STI cases decreased from 4,520 to 2260 In the year 2021.
- ✓ Care and support services to staff living with HIV/AIDS provided in the year 2021.

Objective: Improved access, quality and equitable social services delivered

Strategies:

- ✓ Improved neo -natal care and infant care and ensure
- ✓ Screening of under -5 years for development disabilities and Targeted nutrition education and supplemented under nourished children.

Intervention:

- ✓ Nutrition Programme
- ✓ Infant and under five health care
- ✓ Neo natal Integrated Package

Targets:

- ✓ Health of infant and under five year's children improved by 90% in the year 2021

Objective:

- ✓ Increased Quantity and Quality of social services and infrastructure

Strategy:

- ✓ Improvement of Quality and social services in all 24 Wards

Intervention

- ✓ Health infrastructure Rehabilitated and equipped
- ✓ New Health Facilities constructed and equipped

Targets:

- ✓ Health infrastructure constructed, Renovated and equipped by 95% in the year 2021.

Objective: Enhance Good Governance and Administrative Services

Strategies: Improvement of quality and social services in all 24 wards.

Intervention:

- ✓ Improvement of Environment Health Workers in Tanga City Council
- ✓ Improvement of Social welfare and community empowered.

Targets:

- ✓ Increased Number of Dispensaries from 19 to 23 in the year 2021.

Objectives:

Improve Emergency and Disaster Management

Strategies

- ✓ Essential drugs for emergencies and Disaster ensured.

Intervention:

- ✓ All necessary drugs and other medical facilities for emergencies and disaster prepare.

Targets:

- ✓ Drugs and other medical facilities for emergencies and disaster in place in the year 2021

CLEANSING AND ENVIRONMENTAL DEPARTMENT

Objective: Services improved and HIV/AIDS infections Reduced

Strategy

- ✓ Develop programmes to fight the spread of HIV/ AIDs at the work places and at the Private sector.

Intervention:

- ✓ Condoms availability
- ✓ Behavior change
- ✓ HIV/AIDS awareness programmes

Targets:

- ✓ Care and support services to staff living with HIV/AIDS provided in the year 2021.

Strategy ;

Equitable, sustainable and cost effective access for all affected households to Anti Retro Viral (ARVs), with emphasize on ARV education, prevention of mother to child transmission (PMTCT+) and support for the mother after delivery.

Intervention:

- ✓ Provision of ARVs and awareness raising
- ✓ Prevention of mother to child transmission (PMTCT+)
- ✓ Post-natal support programmes

Targets:

- ✓ Anti-Retro Viral (ARVs) to all affected household in place in the year 2021
- ✓ Transmission of HIV/AIDS from mother to child decreased from 0.39/1000 to 0 in the year 2021.

Objectives: Improved access, quality and equitable social services delivered

Strategy

- ✓ Public health and primary preventive strategies such as broad access and use of ITNs, immunization, use of safe and clean water, personal hygiene and sanitary measure and promote greater awareness and emphasize cost
- ✓ Effective interventions for reduction of water – related Diseases, including environmental health.

Intervention:

- ✓ Increased use of ITNs especially among infants, children and pregnant woman.
- ✓ Environmental Health Programme

Targets:

- ✓ Health of infant and under five year's children improved by 90% in the year 2021.

Strategy

- ✓ National strategy for parenting education and support to achieve improved nutritional and health status of infants and young children

Intervention:

- ✓ Increased percentage of children under 2 years immunized against measles and DPT from 80% in 2002 to 85% in 2021.

Targets:

- ✓ Percentage of under 2 years immunized against measles and DPT Increased from 85% in 2010 to 95% in the year 2021.

Strategy:

- ✓ Improve solid waste management

Intervention:

- ✓ Reduction of waste and promotion of more efficient and environment friendly technologies
- ✓ Implementation measures to reduce plastic bags and bottles.
- ✓ In rural areas promote and educate communities on hygiene using PHAST methodology encouraging households to build and use improved latrine facilities.

Targets:

- ✓ Increased collection and disposal of solid waste from 95 tons per day to 150 per day in the year 2021
- ✓ Increased number of solid waste vehicles from 4 to 8 in the year 2021

Strategy

- ✓ Develop incentives for income generating opportunities and investment in waste management.

Intervention:

- ✓ Reduction and recycling of domestic and industrial solid waste management.
- ✓ Increased involvement of CBOs and private and public sector in waste management.

Targets:

- ✓ Increased number of CBOs and Private Sector from 4 to 10 for waste management in the year 2021.

Strategy:

- ✓ Ensure adequate sanitation facilities at all public institutions, schools, health centers, markets and offices.

Intervention:

- ✓ Construction of public sanitation facilities
- ✓ Public and environmental health Campaigns
- ✓ Enhance implementation of the school environmental health programmes

Targets:

- ✓ Improved Public sanitation facilities from 75% to 85% in the year 2021

Objective: Increased Quantity and Quality of social services and infrastructure

Strategy:

- ✓ Improvement of solid waste collection services in all 24 Wards

Intervention:

- ✓ Sanitary land fill constructed
- ✓ Fencing of the existing Crude dumping
- ✓ Renovation of Cleansing Office and store

Objective: Improve Emergency and Disaster Management

Strategies:

- ✓ Essential drugs for emergencies and Disaster ensured

Intervention:

- ✓ All necessary drugs and other medical facilities for emergencies and disaster prepared.
- ✓ Community awareness and sensitized on emergencies and Disaster management.

Targets:

- ✓ Drugs and other medical facilities for emergencies and disaster in place in the year 2021

URBAN PLANNING AND NATURAL RESOURCES

Objective: Service improved and HIV/AIDS infections reduced

Strategies:

- ✓ Ensure implementation on HIV/AIDS policies at workplace.

Interventions:

- ✓ Budget allocation
- ✓ Promotion of the use of Condom
- ✓ Mitigation of impact of HIV/AIDS

Target

- ✓ New cases of HIV/AIDS reduced.

Objective: Planning and Management of land use improved

Strategy:

- ✓ Regularize unplanned settlement and increase production of surveyed high density plots, with basic infrastructure, and ensure titles are issued to all plots allocated.
- ✓ Facilitate participatory land use management
- ✓ Enforcement of land act

Interventions

- ✓ Planning, demarcation and identification of land in unplanned areas.
- ✓ Sensitization and awareness creation on land rights.
- ✓ Re-planning of the CBDs in Tanga City Council.
- ✓ Production of base maps
- ✓ Review of relevant acts.

Targets

- ✓ 8 unplanned settlement upgraded and regularized by 2021
- ✓ GIS database established by 2021
- ✓ Detailed planning schemes for Tanga City Council revised by 2021
- ✓ Community awareness on land act in Tanga city provided by 2021
- ✓ Tanga City Master plan established by 2021

NATURAL RESOURCES

Objective: Planning and Management of Land Use Improved

Strategies:

- ✓ Sensitization
- ✓ Reduce negative impacts on environment
- ✓ Improve land and water conservation measures
- ✓ Enforcement of laws

Interventions:

- ✓ Conduct sensitization meetings
- ✓ Scale up participatory natural resource management
- ✓ Tree planting (Forests and Mangrove)
- ✓ Environmental laws enforced
- ✓ Target: Natural Resources are Conserved

Strategies:

- ✓ Improve historical and tourist attractions
- ✓ Advertise historical and tourist attractions

- ✓ Improve accommodations
- ✓ Improve transport

Interventions:

- ✓ Advertising of historical and tourism attractions
- ✓ Facilitate construction of modern hotels
- ✓ Improve roads

Target:

- ✓ Historical and tourist /attractive areas are improved and advertised by 2021
- ✓ Infrastructure through the sites improved by 2021
- ✓ Stimulate PPP in construction of modern hotels by 2021

COMMUNITY DEVELOPMENT AND SOCIAL WELFARE DEPARTMENT

Objective: Service Improved and Hiv/Aids Infections Reduced

Strategies;

- ✓ Develop programmes to fight the spread of HIV and AIDS in work places.
- ✓ Sensitize formation of groups of people living with HIV/AIDS in various levels and establish productive economic units
- ✓ Identify HIV/AIDS victims in the work place and allocate budget in all departments in order to take care of them
- ✓ Increase aid and service to people living with AIDS in order to reduce impact of the syndrome.

Interventions

- ✓ Encourage voluntary counselling and testing.
- ✓ Condoms availability.
- ✓ Awareness programmes.

Targets:

- ✓ To reduce new cases of HIV infections from 1.3% to 0%
- ✓ Increased number of people attending VCTs.

Objective: Improve social welfare, gender and community empowerment.

Strategies: Improving income of women, children and youth

Target; Women, children and youth empowerment increased in 24 wards by June 2021

Interventions

- ✓ Awareness and training programmes.
- ✓ Provision of affordable technical aid
- ✓ Increase Women Development Fund

Strategies; Empowering community to construct better and low cost houses

Interventions:

- ✓ Awareness and training programmes.
- ✓ Provision of affordable technical aid

Objective: Improved Access, Quality and Equitable Social Services Delivery

Strategies: Improve Standard of living for under privilege groups

Target: Standard of living for under privilege groups improved by June 2021.

Interventions:

- ✓ Provision of affordable technical aids for people with disabilities
- ✓ Training and behaviour change program
- ✓ Studies on vulnerabilities

Target:

- ✓ Gender violence and discrimination in 24 wards decreased by June 2021

Interventions:

- ✓ Programmes to eradicate violence against women instituted by June 2021
- ✓ Communities educated on basic rights of a child including the fight against child labour by June 2021
- ✓ Programmes targeting reduction of child labour and rights of orphans and vulnerable children (OVCs) developed and implemented.
- ✓ Programmes for vulnerable children
- ✓ Implement Children's Act.
- ✓ Reduce proportion of children labour in the District from 23% to less than 5 % by 2021 and avail to them alternatives including enrolment in primary education, COBET and employable vocational education skills training.

PLANNING, STATISTICS AND MONITORING

Objective: Improve access, quality and equitable social services delivered

Strategy: Encourage Public – Private sector Partnership

Interventions:

- ✓ Stimulate Public – Private sector partnership

Target

- ✓ Public – Private sector partnership stimulated and promoted by 2021

Strategy:

- ✓ Upgrade and develop new capabilities in order to maintain the growth of domestic economy

Interventions:

- ✓ Local economic development meetings (workshops)
- ✓ Awareness creation to community on economic opportunities

Target:

- ✓ New capabilities in order to maintain the growth of domestic economy upgraded and developed by 2021
- ✓ Awareness on creation of community on economic opportunities created by 2021

Strategy:

- ✓ Creation of employment in communities through Community based construction

Interventions:

- ✓ Community development projects creation

Target:

- ✓ Employment in communities through Community based construction created.

Strategy:

- ✓ Develop and implement investment plan and, promote investment for employment creation, capacity building and increased productivity

Interventions:

- ✓ Public investment promotion
- ✓ Private sector development through investment
- ✓ Human capacity development promotion through training and awareness creation and workshops
- ✓ Policy review & Investment stimulation
- ✓ Awareness rising on how to formulate Income generating activities.

Target:

- ✓ Investment plan for employment creation, capacity building and increased productivity developed, promoted and implemented by 2021
- ✓ Establish new partnership on investment with other organizations by 2021

Strategy:

- ✓ Strengthen routine data systems for planning and measure the extent, depth and types of poverty.

Interventions:

- ✓ Data collection and analysis
- ✓ Update Council database

Strategy:

Utilization of geographical location opportunity to build up modern economy of the District.

Interventions:

- ✓ fisheries
- ✓ Agriculture

Strategy

- ✓ Ensure integrated monitoring and supervision of development projects.

Interventions:

- ✓ Integrated monitoring and supervision of development projects

Strategy:

- ✓ Ensure equitable resource allocations

Interventions:

- ✓ Involve stakeholders in all stages of planning during planning session
- ✓ Operationalization of D by D

Objective: Service Improved and HIV/AIDS Infections Reduced**Strategy:**

- ✓ Ensure programmes of fighting the spread of HIV/AIDS at work places

Interventions:

- ✓ Encourage voluntary counseling and testing
- ✓ Behavior change communication

HUMAN RESOURCES AND ADMINISTRATION

Objective: Service improved and HIV/AIDS infections reduced

Strategies:

- ✓ Ensure implementation on HIV/AIDS policies at workplace.

Interventions:

- ✓ Encourage Voluntary Counseling and Testing
- ✓ Condom availability in all areas
- ✓ Encouragement of behavior change among staff.

Target

All identified staff living with HIV/AIDS supported with meal allowance by 2021

Objective: Enhance Good Governance and Administrative Services

Strategies:

- ✓ Strengthen governance institutions to increase participation of all people in design, implementation and monitoring of policies

Interventions:

- ✓ Operationalization of d by d.
- ✓ Legal provision/participation.

Target

- ✓ Good governance enhanced in Tanga City Council by 2021

Strategies:

- ✓ Develop a strategy to capacitate Council to implement and oversee governance programmes (reforms) at local level.

Interventions

- ✓ Capacity development.

Strategies:

- ✓ Mainstream good governance and gender into policies, plans, budgets and implementation mechanism including gender monitoring and assessment indicators for good governance.

Interventions

- ✓ Undertake Reviews.

- ✓ Develop indicators.

Strategies:

- ✓ Observation of transparency and accountability in service delivery within local level.

Interventions

- ✓ Dissemination and awareness interventions.

Targets

- ✓ Number of villages and ward provided with notice board increased by 2021
- ✓ Increase number of attendance in village and mtaa meeting

Objective: Improved access, quality and equitable social services delivered.

Strategies:

- ✓ The use of existing policies, law and guidelines regarding employment of qualified personnel.
- ✓ Promote public-private-NGOs partnership in provision of services
- ✓ Hire qualified personnel in key sectors who are trained, motivated, equitably deployed at district level.

Interventions

- ✓ Recruitment (equitably).
- ✓ Incentive packages.

Targets

- ✓ To increase the number of qualified staff hired from-----to.....by 2021

WORKS

Objective; Services improved and HIV/AIDS infections Reduce

Strategies

- ✓ Develop programmes to fight the spread of HIV and AIDs in work places in all Public and Private sector.

Intervention

- ✓ Prepare promotional materials billboards to rise awareness of the integrations of road

- ✓ Education and sensitization Programme.
- ✓ Safe sex use condom
- ✓ Health Seeking behavior
- ✓ Prepare site and developing centres theatre or video in relation to HIV/AIDS presentation.

Objective; Effective implementation of the National Anticorruption strategy enhanced and sustained

Strategies

- ✓ Strengthen existing mechanisms PCCB law to operate and take effective and swift legal action in the City.

Intervention

- ✓ To establish corruption complain desk
- ✓ To create awareness to staff about corruption.
- ✓ To establish corruption prevention clubs in various streets.

Objective; Increased quantity and quality of social services and infrastructure

Infrastructure

Strategies

- ✓ Stimulate modernization and expansion of roads connections through enhanced public – private partnerships
- ✓ Increase access to reliable water as a resource for economic production with the aim of increasing the contribution of water in UWASA.
And ensure sustainable management of water catchments areas and maintenance of forest cover in critical highland catchments areas
- ✓ Improve transport systems, thus, lowering transport costs, and improve marketing to ensure higher profit margins for producers.

Intervention

- ✓ Infrastructure development
- ✓ Spatial Development Initiatives /Development Corridors
- ✓ Public- Private partnership
- ✓ Transport cost

Target

- ✓ Council and private infrastructure rehabilitated

Urban and Rural Roads

Strategies

- ✓ Ensure the basic infrastructure exists, in particular adequate facilities and a network of passable roads, to enable the delivery of basic social services.
- ✓ Provide adequate level of physical infrastructure needed to cope with the requirements of poverty reduction targets
- ✓ Involve rural communities in construction and management of rural roads

Intervention

- ✓ Rehabilitation of urban and rural roads and infrastructure.
- ✓ Construction of new urban and rural roads.
- ✓ Infrastructure development.
- ✓ Community management.

Targets

- ✓ 657 kilometer of road network constructed/improved
- ✓ 12 kilometer of storm water drain constructed/maintained
- ✓ 6 Bridges and culverts constructed and repaired.

BUILDING

Strategies

- ✓ Council and private Building construction, improved and maintained
- ✓ Council revenue collection improved

Intervention

- ✓ Supervising Council and private building improved.

WATER

Strategies

- ✓ Increase access to reliable water as a resource for economic production with the aim of increasing the contribution of water in UWASA.
- ✓ Ensure sustainable management of water catchments areas and maintenance of forest cover in critical highland catchments areas.
- ✓ Ensure affordability of access to safe water, especially in rural areas and focusing on vulnerable households, including older people headed household.
- ✓ Implementation of water policy and water related regulation frameworks
- ✓ Ensure adequate access to basic essential safe and clean water, in existing unplanned and new planned urban areas.
- ✓ Increase sustainable access to inexpensive and reliable sources of water in both rural and urban areas.

Intervention.

- ✓ Water resources management and development
- ✓ Provision of economic services
- ✓ Natural resource management
- ✓ Implementation of programs for increasing access in rural and urban areas through rehabilitating, expanding, protected water supply systems and construction of new water sources.
- ✓ Implementation of programs for increasing access in rural and urban areas through rehabilitating, expanding, protected water supply systems and construction of new water sources.

Target:

- ✓ Clean and safe water point established in 10 villages by 2016
- ✓ Awareness on water usage for cleanness created by 2016

Objective; Improve social welfare, gender and Community empowerment.

Strategies

- ✓ Social relation that exist between women and men and the role they play in society

Intervention

- ✓ Ensure involvement of women and men in implementation of road and building construction and maintenance strategies.
- ✓ Advice on and introduce labor base technologies in women and men.
- ✓ Ensure women genuine involvement in the entire works project process and especial in the strategies for sustainable maintenance of project and garden/parks improvement

Objective: Improve Emergency and Disaster Management

Strategies

- ✓ Strengthen emergency and disaster management

Intervention

- ✓ Construction of storm water drains in flood prone areas
- ✓ Ensure availability of equipment for disaster Management.

Target

- ✓ Storm water drains in flood prone areas constructed by 2016
- ✓ Equipment for disaster Management Procured 2016

PRE-PRIMARY EDUCATION

Objective: Increased quantity and quality of social services and infrastructure

Strategies:

- ✓ Expand primary education system to develop quality pre-primary
- ✓ Programmes that link with existing early childhood

Interventions:

- ✓ Early childhood development interventions
- ✓ Pre-school infrastructure
- ✓ Pre-school teachers training
- ✓ Pre-school books and learning aids

Targets:

- ✓ All children of age 5 and 6 identified and registered in pre-primary centres before January every year.
- ✓ The number of Pre-primary centres increased from 76 in 2010 to 79 in 2015/2016
- ✓ Every Pre-primary center to have one permanent classroom constructed by 2015/2016
- ✓ Every Pre-primary center be allocated a qualified and permanently employed teacher by 2015/2016
- ✓ Each Pre-primary centre equipped with necessary teaching and learning materials by 2015

PRIMARY EDUCATION:

Objective: Increased quantity and quality of social services and infrastructure

Strategies:

- ✓ Ensure all children (boys and girls), including those with disabilities, orphans and most vulnerable children are able to effectively access and complete high quality, child friendly and gender sensitive primary education.

Interventions:

- ✓ School infrastructure
- ✓ Learning materials
- ✓ Curriculum reforms
- ✓ In-service training to provide quality education to cater for the special needs to children with disabilities.

- ✓ Provision of transportation to allow children with disabilities to get to school, and for schools to be accessible.
- ✓ Identify the households of those vulnerable children and target them for specific support to enable the children to go to school

Targets:

- ✓ Number of classrooms increased to raise classroom pupils ration from 1:72 to 1:45 by 2015/2016
- ✓ Book pupils ration improved from average of 1:4 to 1:2 by 2015/2016
- ✓ Seminars/workshops conducted to teachers in order to cope with only curriculum reforms that occur before 2015/2016.
- ✓ Proper utilization of fund provided through PEDP (primary Education development Programme) well supervised to ensure sufficient teaching and learning materials by 2015/2016.
- ✓ 300 teachers joined diploma and degree courses in ordinary and special education by 2015/2016 in order to be able to deliver quality education for all.
- ✓ Two more centres for pupils with disabilities (hearing) and 4 more schools for inclusive education be established by 2015/2016.
- ✓ Pupils with disabilities at Pongwe boarding Primary schools transported from home to school and back during the beginning and end of every term up to 2015/2016
- ✓ Most vulnerable children and pupils identified and programmed for moral and material support so that they comfortably and successfully study and complete their education.

SECONDARY EDUCATION:

Objective: Increased quantity and quality of social services and infrastructure

Strategies:

- ✓ Reduced cost of secondary education to encourage broad access to education for all children

Targets:

- ✓ All students registered by 2016

Strategy:

- ✓ Improve equitable access to quality secondary education that would not disproportionately exclude the poor children (including the vulnerable) in the neighborhood of each primary and secondary programme

Targets:

- ✓ Maximum expansion of all secondary schools up to eight streams to cater for all selected primary school pupils in their localities done by 2015/2016.
- ✓ All approved most vulnerable students supported financially by the council and other donors by 2015/2016

Strategy:

- ✓ Develop guidelines and appropriate strategies for inclusive education that welcomes and accommodates all children (including the vulnerable) in the neighbourhood of each primary and secondary education programme.

Targets:

- ✓ All newly constructed school buildings with friendly infrastructure for disabled's and the old ones rehabilitated by 2015/2016.

Strategy:

- ✓ Implement specific interventions to increase girls' access and completion in secondary schools; and performance in both primary and secondary schools

Targets:

- ✓ Two peripheral Ndaoya, Tongoni schools have girls hostels constructed by 2015/2016

OTHER SECTIONS UNDER CITY DIRECTOR:

INTERNAL AUDIT UNIT:

Objective: Enhance good governance and administrative services

Targets:

- ✓ Clean Audit Report acquired by the Council annually by June 2016.

Strategies:

- ✓ Regular internal audits on revenue, expenditure and procurement activities.
- ✓ Surprise checks and special investigations.

Interventions:

- ✓ Producing internal audit reports and submission to various authorities.
- ✓ Followup of implementation of audit opinions and recommendations.
- ✓ Review of accounting system and related internal controls

Target:

- ✓ Value for money audits carried out quarterly by June 2016.

Strategy:

- ✓ Frequent Inspection of Development Projects

Interventions:

- ✓ Producing internal audit reports and submission to various authorities.
- ✓ Followup of implementation of audit opinions and recommendations.

BEEKEEPING

Objective: Planning and Management of Land Use Improved

Strategies:

- ✓ Sensitization on beekeeping
- ✓ Increase access to bee keeping and honey harvesting gears
- ✓ Empowerment of bees staff and bee keepers on improved bee keeping practices and management skills
- ✓ Improve honey marketing
- ✓ Improve and conserve forests

Intervention:

- ✓ Training of staff and beekeepers
- ✓ Increase access to modern beehives
- ✓ Facilitate construction of fish marketing, processing and storage facilities
- ✓ Facilitate tree planting and conservation

Target: Honey production increased by 100% by 2015/2016

Sheria

ICT

Uchaguzi

CHAPTER FOUR

4.0 Performance Indicators

Development objectives, planned outcome and indicators for each department and sections are analyzed as shown in **Annex I and Annex II** .The indicators will be revised annually and will measure progress of implementation of the plan for five years (2011/12-2015/16). Planned outcome will be revealed after 5 years of implementation of SP and these will show whether the council has achieved the development objectives.

4.1 The Development Objective

Strategic development objective of the Council

‘Improved livelihood of the Tanga Population living above poverty line and safe guarding their cultural heritage’

OBJECTIVES:

- ✓ *Services improved and HIV/AIDS infections Reduced*
- ✓ *Effective implementation of the National Anticorruption strategy enhanced and sustained.*
- ✓ *Improved access, quality and equitable social services delivered.*
- ✓ *Increase quantity and quality of social services delivery*

- ✓ *Increased quantity and quality of social services and infrastructure.*
- ✓ *Enhance Good Governance and Administrative Services*
- ✓ *Improve social welfare, gender and Community empowerment.*
- ✓ *Improve Emergency and Disaster Management*
- ✓ *Planning and Management of land use improved*

4.2 Beneficiaries of the Tanga City Council

The direct beneficiaries of the services offered and priorities set are all stakeholders; citizens, Public institutions i.e UWASA, TRA, TANESCO, THA, NGOs, CSOs, Industries and Private organizations. Tanga City Council aims to develop the capacity of staff from lower to higher level to deliver improved and expanded services to better serve their clients (Community). The capacity building services include advisory and supervisory to ensure quality of services delivery through various programs being implemented. Therefore the beneficiaries are required to contribute to ensure good performance results of the plan.

4.2 RESULT FRAMEWORK

4.2.1 Monitoring and Evaluation

Monitoring and evaluation is an important component of SP implementation arrangements. This section proposes a Monitoring and Evaluation (M&E) framework which will measure progress towards the achievement of objectives. It will monitor the resources invested, the activities implemented, services delivered as well as evaluate outcomes achieved.

A well-built monitoring framework will be needed to assess the implementation of SP, consistent with agreed policies, goals and targets. M&E help stakeholders' participation at all levels in implementation of the plan to ensure its success.

4.2.2 Monitoring Plan

Monitoring Plan shows will cover five years period (2011/12-2015/16) of the strategic planning cycle. It consists of indicators, baseline for each indicator, indicator targets values, data collection and methods of analysis, indicator reporting frequency and the responsible person for data collection, analysis and reporting.

4.2.3 Reviews of the plan

In the plan 10 formal reviews will be done during the Strategic Planning Cycle. This will involve carrying out 5 annual reviews and 5 midyear review. The reviews will be tracking progress on implementation of the targets, outcome and indicators on semiannual and annual basis.

Every year (2011/12), two formal reviews (Annual and Mid Year Reviews) will be conducted. The midyear will be conducted in December and the annual review will be conducted in June. The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets and whether they are on track, off track, unknown or at risk.

The reviews will help in assessing issues, challenges and lessons learnt over the year towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of sections will take a lead in the review process.

Additionally, the reviews to be conducted during the final year focus on determining whether the planned outcome over the five year period have been achieved against the indicators and the challenges. All the five years planned outcome and indicators will be reviewed. The review will assess as to what extent the achieved targets have contributed towards achievement of five years outcomes as well as issues, challenges and lessons learnt over the whole period.

4.2.4 Evaluation

This will be done midyear and yearly .This will reveal implementation of the plan in broad perspective by looking on the criteria like vision of the district, strategic areas of intervention of every sector, the areas that needs more follow up and the challenges in implementation.

4.2.5 Performance results Measurement and accountability

Monitoring service delivery will be based on cooperation of all stakeholders i.e. Government, NGOs, CSOs, Private sector and community at large .This will help in detecting accountability of everyone in each sector and will be done once in a year for the aim of achieving good performance for better results. This will help in strengthening monitoring implementation of the plan. Stakeholders will participate to provide their opinion regarding improvement of implementation of the plan in order to get good results. The City Director will take a lead in the review process on the completion of the strategic plan cycle. The monitoring and evaluation plan is detailed in **Annex III**.

4.2.6 Report Preparation

This plan will involve preparation of progress reports quarterly, midyear and annually. These reports will be submitted to various internal stakeholders including CMT, Standing Committees, and DCC. The reports will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time.

This plan will involve preparation of reports to be submitted to various external stakeholders, including RAS, RCC and PMO- RALG, Sector Ministries, Controller and Auditor General, Development Partners, Parliament Committee and the General Public. The reports will be prepared on quarterly, midyear and annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements. The tracking of the indicators will be made on quarterly basis, though the indicators will be reported on annually.