

**THE UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENTS**



**TANGA CITY COUNCIL**



**STRATEGIC PLAN  
2021/2022 – 2025/2026**

**Prepared By:**

**Tanga City Council  
P.O. Box 178,  
TANGA  
e-mail: [info@tangacc.go.tz](mailto:info@tangacc.go.tz)**

**TEL. + 255 27 2643 068 (Direct Line)  
+255 27 2644 530/2644 533  
FAX: +255 27 2644 141/2647 905  
Website: [www.tangacc.go.tz](http://www.tangacc.go.tz)**

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## **VISION STATEMENT**

By 2025, Tanga becomes a World class city with a commitment to public engagement and excellent service delivery, provides quality life and sustainable to the community

## **MISSION STATEMENT**

“The City of Tanga intends to effectively serve the community and continuously sustaining of life through enhancement of social determinants of health and make it a global destination for business, technology culture and leisure.”

## **CORE VALUES**

Hospitality, Accountability, Integrity, Transparency, Participatory, professionalism, Team Work and Efficiency



TANGA CITY COUNCIL HEADQUARTERS

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## ACRONYMS

|         |   |  |
|---------|---|--|
| AIDS    | - | Acquired Immune Deficiency Syndrome              |
| ALAT    | - | Association of Local Authorities of Tanzania     |
| AMCCs   | - | Agriculture Marketing Cooperative Societies      |
| APP     | - | Annual Procurement Plan                          |
| ART     | - | Anti Retrovirus Treatment                        |
| ASDP    | - | Agricultural Sector Development Programme        |
| BRAC    | - | Bangladesh Rehabilitation Assistance Committee   |
| BRELA   | - | Business Registration and Licensing Agency       |
| CAG     | - | Control and Auditor General                      |
| CBG     | - | Capacity Building Grant                          |
| CBOs    | - | Community Based Organization                     |
| CHMT    | - | Council Health Management Team                   |
| CHSB    | - | Council Health Service Board                     |
| CMAC    | - | Council Multi-Sectoral AIDS Committee            |
| CMOH    | - | City Medical Officer of Health                   |
| CMT     | - | Council Management Team                          |
| COBET   | - | Complimentary Basic Education in Tanzania        |
| CPA     | - | Certified Public Accountant                      |
| CSOs    | - | Civil Society Organizations                      |
| CTC     | - | Cancelling Treatment Care                        |
| CUPO    | - | City Urban Planning Officer                      |
| D by D  | - | Decentralization by Devolution                   |
| DADG    | - | District Agricultural Development Grant          |
| FBO's   | - | Financial Based Organizations                    |
| MACEMP  | - | Marine and Costal Environment Management Project |
| MBA     | - | Masters in Business Administration               |
| MCH     | - | Maternal Child Care                              |
| MDGs    | - | Millennium Development Goals                     |
| MEO     | - | Mtaa Executive Committee                         |
| MIP     | - | Malaria Intermediate Pregnancy                   |
| MKUKUTA | - | Mkakatiwa Kukuza Uchumi na Kupunguza Umasikini   |
| MMAM    | - | Mpango wa Maendeleo ya Afya ya Msing             |
| MTEF    | - | Medium Term Expenditure Framework                |
| MVC     | - | Most Vulnerable Children                         |
| TCC     | - | Tanga City Council                               |
| NBS     | - | National Bureau of Statistics                    |
| NFYDP   | - | National Five Year Development Plan              |
| LGCDG   | - | Local Government Capital Development Grant       |
| HSDG    | - | Health Sector Development Grants                 |
| O&OD    | - | Opportunity and Opportunity to Development       |
| OC      | - | Other Charges                                    |
| OPD     | - | Out Patient Department                           |
| OVC     | - | Orphans Vulnerable Children                      |
| PE      | - | Personal Emoluments                              |

|             |  |
|-------------|--|
| PEDP        | - Primary Education Development Programme.             |
| PPP         | - Public Private Partnership                           |
| PGDA        | - Post Graduate Diploma in Accountancy                 |
| PHC         | - Primary Health Care                                  |
| PlanRep     | - Planning and Reporting                               |
| PLW-HIV     | - People Living with HIV                               |
| PMTCT       | - Preventive Mother to Child Transmission              |
| PPRA        | - Public Procurement Regulatory Authority              |
| PRIDE       | - Promotion of Rural Initiatives and Development       |
| RAS         | - Regional Administrative Secretary                    |
| RCC         | - Regional Consultative Committee                      |
| SACCOS      | - Savings and Credits Cooperative Society              |
| SEDA        | - Small Enterprises Development Association            |
| SEDP        | - Secondary Education Development Programme            |
| SHIMISEMITA | - Shirikisho la Michezo la Serikali za Mitaa           |
| SIDO        | - Small Industries Development Organization            |
| SDG         | - Sustainable Development Goals                        |
| SP          | - Strategic Plan                                       |
| SWOT        | - Strength Weakness Opportunities Threats              |
| TABIC       | - Tangamano Business Information Centre                |
| TAC         | - Technical AIDS Committee                             |
| TACAIDS     | - Tanzania Commission for AIDS                         |
| TACET       | - Tanga City Education Trust                           |
| TACINE      | - Tanzania Cities Network                              |
| TASAF       | - Tanzania Social Action Fund                          |
| TaTV        | - Tanga Television                                     |
| TB          | - Tuberculosis   |
| TCC         | - Tanga City Council                                   |
| TFDA        | - Tanzania Food and Drug Authority                     |
| TzSoCR      | - Tanzania State of Cities Report                      |
| TIKA        | - Tiba kwa Kadi  |
| TMPA        | - Tanzania Multi-sectoral Aids Projects                |
| TSCP        | - Tanzania Strategic Cities Project                    |
| TTCL        | - Tanzania Telecommunication Company Limited           |
| UTI         | - Urinary Transmission Infections                      |
| UKETA       | - Ushirikiano waMiji ya Kemi na Tanga                  |
| UNITASHUMTA | - Umoja wa Michezo na Taaluma Shule za Msingi Tanzania |
| VCT         | - Voluntary Counselling Test                           |
| VEO         | - Village Executive Officer                            |
| VETA        | - Vocational Education Training Authority              |
| VICOBA      | - Village Community Bank                               |
| VMAC        | - Village Multi-sectoral AIDS Committee                |
| WDC         | - Ward Development Committee                           |
| WDF         | - Women Development Fund                               |
| WMAC        | - Ward Multi-Sectoral Aids Committee                   |

## PREFACE



Tanga City Council is established under the Local Governments Act (Urban Authorities) Cap 288 R.E. 2002 (Act No. 8 of 1982) and is mandated:- To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction; To promote the social welfare and economic well-being of all persons within its area of jurisdiction; and Subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction. Under decentralization policy the council is required to undertake necessary measures to accomplish the above devolved functions. For that matter It is my pleasure to provide this revised Strategic Plan for 2021/2022 – 2025/2026, which provides a Council's road map over the next five years towards realization of sustainable Community development through provision of quality socio-economic services as well as proper utilization of available resources.

This strategic plan sets out course and scope of our mandate for the five years towards quality service delivery to residents of the council. The Plan provides the strategic direction including the Vision, Mission, Core Values, Objectives and performance targets for the Council and the community. It identifies key issues affecting the Council and provides strategies to reinforce the vision and values of the Council and community. The Plan builds on our past achievements and clearly articulates the direction for the coming five years. The council looks forward to working in partnership with the community and other stakeholders to implement the strategies to achieve the objectives, deliver the Mission and finally realize our Vision. The review of the previous Strategic Plan (2015/16 – 2019/20) indicated the remarkable achievements were recorded, despite challenges encountered in its implementation. Thus, the Council appreciates and value contributions of all stakeholders towards these achievements. Overall level of participation of stakeholders on development and services delivery initiatives were attained in all departments and sectors under the jurisdiction of the City council.


Preparation of this Strategic Plan has been made possible by TCC using its human and financial resources with a full time financial and technical assistance from President's Office Regional Administration and Local Governments through Regional Secretariat (PO-RALG). For that matter, I would like to extend my gratitude to PO-RALG and the Regional Secretariat for strong facilitation support in the preparation of this valuable document, and their endless commitment will still live in our minds to remember. In this category also I wish to extend my thanks to the City Director, Council Management Team and Staff for their commitment and active participation



during the training and plan developing session. I also wish to thank all Stakeholders, including the NGOs, CSOs and FBOs for their valuable contribution and lastly, but not least the contribution of the Community in this context which is highly appreciated. It is our expectations that if the plan is well implemented, the people of Tanga City will have an opportunity to realise reliable investment environment, quality socio-economic service delivered, improved in livelihood and sustainable community development.

The Plan aspires to build a base for transforming Tanga into a world class city with a commitment to public engagement and excellent service delivery, and accelerate economic growth that is broad-based and inclusive to allow shared benefits to the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups for quality life and sustainable development to its community. Through prioritization, sequencing, integration and alignment of interventions the plan will contribute to realisation of Tanzania Development Vision (TDV) 2025 of transforming the country to a middle income country by year 2025, with a diversified and semi-industrialized economy. Through implementation of the Vision 2025, Tanzania is geared to move from a least developed country to a middle income country by 2025, and that a solid foundation for a competitive, dynamic and highly productive economy will have been laid by this time which provides a good opportunity for TCC to prosper.

Tanga City Council's experience in service delivery with diverse skills of staff, socio-economic environment coupled with political willingness and support, as well as council's position as an excellence service provider to the community, it is imperative that success is inevitable. The Strategy and approaches we have charted are relevant, appropriate and sustainable and result oriented. Since we are committed to implement our Strategic Plan, our expectations will be realizable by June 2026. I therefore wish to promise the general community, to challenge the council management and staff to fully commit themselves to the implementation of the Council's strategic objectives thereby delivering the Mission and finally realization of the set Vision for the benefit of our people.



Hon. Abdulrahman Shiloow  
The Mayor  
**TANGA CITY COUNCIL**



## ACKNOWLEDGEMENT



The Tanga City Council Strategic Plan articulates council's Mandate, Vision and Mission with the Strategies and Targets to be carried out to achieve the planned objectives. This Strategic Plan provides a logical sequence for systematically implementing the council's basic functions and the long-term national economic reforms, inspired by the Tanzania's Development Vision 2025 which provides the overall national policy framework and advocates attainment of a middle income country status by year 2025, with a diversified and semi-industrialized economy.

The Strategic Plan has been prepared in line with the National Planning Framework, Sector Policies and Strategies, including the Tanzania National Development Vision 2025, the third Five Year Development Plan (FYDP III) and the ruling party (CCM) election manifesto 2020 – 2025, as well as the Medium Term Strategic Planning Manual. This Plan is therefore designed in line with these broad national planning frameworks that have been developed to redefine specific sectoral issues in the context of socio-economic development objectives. As such, the Plan provides the basis for developing Medium Term Expenditure Framework (MTEF) and Performance Agreements like Open Performance Review and Appraisal System (OPRAS), which are components of an effective performance management system in the local government system in Tanzania.

Tanga City Council will play a key role in the Government's overall aim at securing Public accountability and transparency through the implementation of this Strategic Plan in achieving socio-economic development. The process of reviewing this plan, provided an opportunity for TCC to address fundamental questions; to come up with a definitive vision and mission with clear sense of direction and inspirational to guide our long-term perspective and collaboration with all social stratum and other Development Partners in the council. The expected results of this crucial development are worth the efforts and input from every one.

In coordinating and managing development initiatives and service delivery, Tanga City Council in collaboration with stakeholders is focused to provide its community with high quality and sustainable socio economic services through proper management of resources and good governance. The Council's efforts were centered towards expansion and improvement of services delivered; Proper management and

accountability of physical assets, and, Human and Financial resources. Moreover, the institutional capacity to deliver services effectively and efficiently has been attained during implementation of the previous strategic plan and the remarkable achievements are gearing towards contributing to National Strategies and Policy specific outcomes for growth and reduction of poverty, improved quality of life, accountability, good governance and equity

This Strategic Plan (2021/2022 – 2025/2026) is geared to rejuvenate and give a new spirit to ensure involvement of all stakeholders and inculcating the sense of commitment towards achieving the Vision. More efforts and approaches will be directed on increasing efficiency and effectiveness in service delivery. It is envisaged that for this planning period the following eleven strategic objectives as approved by the council will be achieved as including:- *Services improved and HIV/AIDS infection reduced; Effective implementation of the National Anti-corruption Strategy enhanced and sustained; Good Governance, Administration and Human Resources management improved; Access, quality and equitable social services delivery improved; Local Economic Development coordination enhanced; Effective Planning and Financial Management improved; Social welfare, gender and community empowerment improved; Effective Urban Planning, Natural resources and Environment Management enhanced; Infrastructure development and Technology Enhanced; Emergency preparedness and disaster management enhanced.*

The success of the Plan will depend much on availability and proper management of Human and Financial resources. Therefore, capacity building in terms of human resource and revenue collection initiatives is highly commended, also private sector engagement, and its contribution to the economy and poverty reduction. In terms of interventions, effective enforcement of existing legislative and regulatory framework to perform council mandated functions, and monitoring and evaluation of the plan.

Let us all of cooperate with sense of team spirit to realize required targets in this Strategic Plan.



Sipora J. Liana  
City Director  
TANGA

## **EXECUTIVE SUMMARY**

Tanga City Council is entrusted and mandated:-to maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction; to promote the social welfare and economic well-being of all persons within its area of jurisdiction; and subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction. This Strategic Plan provides a framework for improved service delivery in the City council by introducing performance based management systems in the council. This is an integral part of the local government reform programme. As part of the reforms programme, the council continues to observe its client service charter, which was firstly launched in 2002. The charter provides inputs in the preparation of the Strategic Plan.

Since time immemorial Tanga City have played a critical role in the national economy and connecting spaces, people and goods, and thereby facilitating commerce and social interaction. As the world moves into the urban age, the dynamism and importance of City of Tanga is not only as the dominant form of habitat for humankind and also as engines for human development. It is in the 21<sup>st</sup> century that the world population turned to be more urban than Rural. The transformation has, and continues to pose a multiple challenges questioning sustainability of our City at present time and future. This Strategic Plan have been developed to address more challenges in the City of Tanga, and move the City from stagnating economies amidst increasing poverty (TANGA KUNANI) to building capacity to manage the City towards sustainable development.

Through the Strategic Plan, the Council Medium Term Expenditure Framework (MTEF) plan and budget is formulated to provide an opportunity to translate government planning frameworks, aspirations and perspectives into meaningful actions. These actions contribute towards achieving Council Objectives as well as national goals. The City council will therefore continue to make deliberate efforts to link the MTSP, FYDP-III and MTEF to ensure achievement of the desired goals.

Baseline information to facilitate comparison collected, compiled and analysed during the Tanzania State of Cities reporting (TzSoCR) process has enriched the baseline information in effective development of this strategic plan. The Strategic Plan 2021/2022 to 2025/2026 emphasizes on developing a prosperous City which must have a generous and well-designed Urban form. The Tanga City Strategic Plan has also been prepared in line with our government policy whereby Tanzania advocates for a holistic approach to urban form that embraces the concept of liveability and completeness.

Also UN-Habitat underscores the notion of City prosperity, which implies cities that foster infrastructure development, environmental sustainability, high productivity, quality of life, and equity and social inclusion. This Strategic Plan is prepared to promote a coherent urban development which boosts infrastructure development, enhances environmental sustainability, supports higher productivity, enriches

quality of life, and promotes equity and social inclusion. Therefore this Plan is geared towards achieving the Council's Vision, Mission and Core Values. The Vision of Tanga City Council is:-

"A council aspires to become a highly competent Local Government Authority in improving people's living Standards through provision of quality socio economic services by 2026"

The Mission that inspires and commit the City council to deliver states as:

"Tanga City Council in collaboration with Stakeholders intends to provide its community with high quality and Sustainable Socio economic services through proper management of resources and good governance"

The the Core Values of the Council include:- Team Work, Accountability, Integrity, Transparency, Quality Services, Innovations, Best Resource Utilisation, People's Focus, Objectivity, and Excellency

The rationale for the Strategic Plan is to enable the City Council to perform its functions effectively and efficiently. Therefor the information's presented in this Plan defines and base on eleven 'Key Result Areas' (KRAs) that address the following:-

**Public Safety** - Creating a sustainable safe environment for residents, business and visitors; **Clean and Beautiful neighbourhoods** - Creating beautiful, vibrant and environmentally sustainable communities; **Economic Growth and Development** - Promoting Development and Sustainable Economic growth in the City; **Social Services and Affairs** - Increasing access and improving social outcomes among all city residents; **Culture and Recreation** - Strengthening Tanga reputation as a global destination for arts and culture, and providing residents and visitors with opportunity for leisure, recreation and cultural exchange; **Efficient, Effective and Good Governance** - Delivering high quality, effective services to customers in a timely and cost effective manner;

The household size in Tanga City is 4.4 and Sex ratio is 93 (which mean there are 93 men in every 100 women). The number of households in Tanga City Council is estimated to be 77,927.

To realize the outcomes in these areas, the Strategic Plan include strategic objectives and strategies for their achievements. To ensure accountability, service delivery targets have been developed in the Strategic Plan Matrix given in Annex II. The Strategic Objectives for Tanga City Council are:

- A. Services improved and HIV/AIDS infection reduced;
- B. Effective implementation of the National Anti-corruption Strategy enhanced and sustained;
- C. Access, quality and equitable social services delivery improved;
- D. Socio-Economic Infrastructure development and Technology Enhanced;

- E.** Good Governance, Administration and Human Resources management improved;
- F.** Social welfare, gender and community empowerment improved;
- G.** Emergency preparedness and disaster management enhanced;
- H.** Effective Urban Planning, Natural resources and Environment Management enhanced;
- I.** Local Economic Development coordination enhanced.
- J.** Effective Planning and Financial Management improved;

The Strategic Plan recognizes the importance of urban planning and management and it directs designation of sufficient and appropriate land to meet long term demand for investment, residential, industrial, institutional and public uses. The Plan further shows required infrastructure increases in social inclusion and equalities particularly in access to basic services. Finally the strategic plan includes the Logical Framework Matrix for monitoring and Evaluation on the implementation of strategic activities to meet the desired objectives. This Plan is an important tool for the city council and its stakeholder involved in making decision for our City development in ensuring

The revised Strategic Plan will enable Tanga City Council to organize itself to improve quality, efficiency, effectiveness and performance on delivery of services on a continuous basis and sustain the gains on longer terms.

## CHAPTER ONE

### 1.0 INTRODUCTION

Tanga City Council is a Local Government Authority (LGA) which was re-established and came into effect on the 1<sup>st</sup> January 1985 and attained City Status on 25<sup>th</sup> July, 2005 with certificate of establishment under the terms of the provisions of Sections 8 and 9 of the Local Government (Urban Authorities) Act, Cap 288R.E. 2002. The Council has 13 Departments and 6 Units forming its Management Team (CMT) under the City Director.

The City Council has adopted the use of a strategic plan as a comprehensive tool to be used to assist the Council to effectively and efficiently carry out its mandate as part of Public Service Reforms and therefore improve performance which will result in delivery of Quality Services. The Strategic Plan is seen to be a useful tool geared to deliver the Council's Mission and thereby realize its Vision and finally contribute to the achievement of the Tanzania Development Vision 2025. The reviews of Council's previous Strategic Plan of 2014/15 – 2018/19 and challenges resulting from its implementation, are the main drive towards formulation of this Plan.

This Strategic Plan covers the period 2021/22 to 2025/2026. It presents the strategic direction that the Council will take in order to achieve optimal performance in fulfilling its mandate. The Plan is anchored on eleven Strategic objectives, which were determined based on Key Result Areas (KRA) which were established in line with the Council's objective during the situation analysis. Implementation plans were also developed as frameworks outlining specific inputs, outputs and tasks to be undertaken in order to achieve the stated outcomes and targets. The Plan describes Vision, Mission, Core Values, Objectives and targets of the council.

Based on its mandate, and the main function conferred up, Tanga City Council has a role of fostering development and socio-economic services that will ensure sustainable development and thereby improve community wellbeing.

### 1.1. BACKGROUND INFORMATION

Tanga City Council is one of the eleven Local Government Authorities comprising of Tanga Region, others are District Councils of Handeni, Korogwe, Kilindi, Korogwe, Mheza, Mkinga, Lushoto and Pangani, also Handeni and Korogwe Town Councils.

Historically Tanga, is an administrative city and main port on the Indian Ocean located in northeastern Tanzania. The city itself was established on the coast by Persian traders in the 14th century. In the early 1880s the area came under German protection and then became a German colony. Tanga was chosen in 1889 as a military post of German East Africa, and it became a district office in 1891. Since immemorial times, Tanga City have played a critical role in the national economy and connecting spaces, people and goods, and thereby facilitating commerce and social interaction.

The Tanga city experienced great development under German colonial rule in the 1890s, when it saw rapid expansion and planned growth under the German occupation.

A tram line was developed within the city to facilitate domestic transport and a port was also built to facilitate exports, Tanga's port facilities were modernized, and Tanga to Moshi railway stimulated agricultural development, making Tanga the territory's chief port for the export of sisal and coffee. German colonial rule ended during World War I when the British took over in 1917, whereafter the railway was connected from Mnyusi to Ruvu on the central line, giving Tanga a direct rail link to the capital Dar es Salaam. In 1922 the Tanganyika Territory African Civil Services Association, the first known modern African political organization, was formed with Tanga city as headquarters.

As the world moves into the urban age, the dynamism and importance of City of Tanga is not only as the dominant form of habitat for humankind and also as engines for human development. It is in the 21<sup>st</sup> century that the world population turned to be more urban than Rural. The transformation has, and continues to pose a multiple challenges questioning sustainability of our City at present time and future.

### 1.1.1. GEOGRAPHICAL LOCATION AND FRONTIERS

Tanga City is located in the Northern East of Tanzania Mainland along the Indian Ocean, lying between longitudes 38°53' to 39°10' East, and latitudes 5°00' to 5°16' South. It serves as the administrative and commercial centre for Tanga Region and the second largest port in the Country. It extends 20 km inland from the coast between 0 and 17 meters above sea level. The landscape features rolling hills, valleys and streams. It occupies a land area of 600 square kilometres.

The City borders Muheza district to west and South, Mkinga district in Northern and Indian Ocean to the East. Tanga is 354 Km North of Dar es Salaam and about 250 km south of Mombasa city, and it is conveniently accessible by all-weather road and rail from Dar es Salaam, and neighbouring towns of Moshi and Arusha for 355 and 455 kms respectively in the west. Tarmac road connects the City with Mombasa, which is the second commercial Centre of the Republic of Kenya and largest port, 200 kms north across the border.

### 1.1.2. ADMINISTRATIVE UNITS

Administratively, Tanga City Council is made up of 4 divisions, which are subdivided into 27 administrative wards. Out of these 18 are urban and 9 are peri-urban which includes Chongoleani, Mabokweni, Mzizima, Kiromoni, Kirare, Marungu, Tongoni, Masiwani, Maweni and Pongweu. The City is further subdivided into 181 Mitaa

**Table 1.1: Number of Administrative Units, 2021**

| Divisions          | Number Of Wards |             | Total     | Mitaa      | Population     | No. of Households |
|--------------------|-----------------|-------------|-----------|------------|----------------|-------------------|
|                    | Pure Urban      | Peri- Urban |           |            |                |                   |
| Chumbageni         | 2               | 4           | 6         | 36         | 72,348         | 16,060            |
| Ngamiani Kati      | 7               | 0           | 7         | 50         | 90,520         | 22,246            |
| Ngamiani Kaskazini | 6               | 0           | 6         | 45         | 82,291         | 18,206            |
| Pongwe             | 3               | 5           | 8         | 50         | 97,721         | 25,848            |
| <b>TOTAL</b>       | <b>18</b>       | <b>9</b>    | <b>27</b> | <b>181</b> | <b>342,880</b> | <b>82,360</b>     |

*Source: Tanga City Director's Office, 2021*



### 1.1.3. LAND AREA AND DISTRIBUTION

The City has an area of 662 km<sup>2</sup> of which 600 km<sup>2</sup> equal to 90.63% is land area and the remaining 62km<sup>2</sup> equal to 9.37% is water bodies. The topography of the City extends inland to about 20 kilometers from the coast. It is between 0 to 17 meters above sea level. However, the landscape is featured by small rolling hills punctuated by valleys with rivers and streams, notably the Zigi, Nzimwi and Utofu in the north and Mgombani/Kakindu and Gombero in the south.

Tanga City has a total land area of 60,000 hectares, of which 25,494 hectares equal to 42.49 percent are classified as arable land and therefore suitable for crop farming, of which only 9,620 equal to 37.73 percent of arable land hectares are used for crop production. The remaining 34,506 hectares (57.51 percent) are used for other economic and social activities.

### 1.1.4. POPULATION CHARACTERISTICS

Population is an essential source of labour for production of goods and services as well as consumer of various products in any type of the economy. Moreover, the growth and distribution of the population determines the demand for food, water, energy and other natural resources and location of essential social services, such as education, health, water, transport and housing for its survival. This section analyses the population characteristics, structure and distribution in Tanga City Council. According to the most recent 2012 Population and Housing Census, the total population of Tanga City Council was 273,332 persons; out of them 130,920 were males and 123,019 were females.

#### 1.1.4.1. Ethnic Groups

The main ethnic groups in the City comprise of Digo, Zigua, Sambia, Segeju and Bondei. However the other up country ethnicity groups like Makonde, Tumbatu, Ngoni and Pemba exist. Apart from the origin groups specified, the other groups were migrated to Tanga by Sisal Labour Bureau (SILABU) following sisal cultivation activities, employment to Rail and Port, fishing and trade as well as favourable climatic condition.

Tanga City has an urban set, semi-urban and rural setup. Coastal culture dominates the City; Kiswahili being the national and communicating language, English the second and tribal vernaculars follow. Houses are permanent in the urban; semi-permanent and temporary in the rural areas.

#### 1.1.4.2. Population Size and Growth Rate

Population size and growth rate are among key population indicators which shows the rate of increase of population per year. These indicators alert the decision makers to review their socio-economic goals and targets to take into consideration of expected socio-economic pressures resulting from the population increase. The population size and growth for Tanga City council is shown in table 3 below.

The population of Tanga city is estimated to be 342,880 people<sup>1</sup> of which, 165,188 (48.2%) are males and 177,692 (51.9%) are females, having grown from 273,332 people among them 130,920 (47.9%) are male and 123,019 are female (52.1%) recorded from the Population and Housing Census, 2012. These figures imply an annual growth of 25.44%, which is the higher compared to the past. The growth rate between the 2012 population and housing census and 2020 population projection is 4.2 (population growth rate) per annum.

**Table 1.2: Population Size and Growth Indicators by Divisions; 2002 - 2012 Censuses**

| Division           | Population Size |      | %age changes<br>2002-2012 | Growth Rate (p.a.)<br>2002-2012) |
|--------------------|-----------------|------|---------------------------|----------------------------------|
|                    | 2002            | 2012 |                           |                                  |
| Chumbageni         |                 |      |                           |                                  |
| Ngamiani Kati      |                 |      |                           |                                  |
| Ngamiani Kaskazini |                 |      |                           |                                  |
| Pongwe             |                 |      |                           |                                  |
| <b>TOTAL</b>       |                 |      |                           |                                  |

*Source: National Bureau of Statistics, 2002 and 2012 Population Census Report*

#### 1.1.4.3. Population Distribution by Sex and Age

The total population in Tanga City Council is estimated to be 342,880 people<sup>2</sup> of which, 165,188 (48.2%) are males and 177,692 (51.9%) are females. This is projected from 273,332 people among them 130,920 males (47.9%) and 123,019 female (52.1%) recorded in the 2012 Population and Housing Census. The household size in Tanga City is 4.4 and Sex ratio is 93 (which mean there are 93 men in every 100 women). The number of households in Tanga City Council is estimated to be 77,927.

The distribution of population in Tanga City council by sex and age groups basing on the 2002 and 2012 Population and Housing Censuses, and 2020 population projections is shown in the table below.

**Table 1.3: Population distribution growth by sex and age groups 2002, 2012 and 2020**

| age group | 2002 Population Census |        |        | 2012 Population Census |        |        | 2020 Population projections |        |        |
|-----------|------------------------|--------|--------|------------------------|--------|--------|-----------------------------|--------|--------|
|           | Male                   | Female | Total  | Male                   | Female | Total  | Male                        | Female | Total  |
| 0 - 4     | 14937                  | 15054  | 29991  | 15939                  | 15715  | 31654  | 17640                       | 17027  | 34667  |
| 5 - 14    | 30285                  | 30672  | 60957  | 31724                  | 32924  | 64648  | 33300                       | 34690  | 67990  |
| 15 - 49   | 61417                  | 65694  | 127111 | 66763                  | 80813  | 147576 | 95124                       | 107893 | 203017 |
| 50 - 60   | 6430                   | 6165   | 12595  | 9492                   | 7438   | 16930  | 11462                       | 11336  | 22798  |
| 61+       | 5552                   | 5334   | 10886  | 7002                   | 6022   | 13024  | 7662                        | 6746   | 14408  |

*Source: National Bureau of Statistics, 2002 and 2012 Population Census Report*

These data show that, out of the total population in Tanga City for the years 2002 and 2012, the proportions of working age population (15-64 years) increased from

<sup>1</sup>NBS population projections 2020

<sup>2</sup>NBS population projections 2020

142,640 (59%) in 2002 to 166,561 (61%) in 2012 and therefore projected at 229,999 (67%) in 2020. That is there is a marginal increase of 7% of working age population over the period of ten years. Also, it revealed that female accounted for a higher percentage share of the working age population with 51% in 2002 and 53% in 2012 compared to male (49% in 2002 and 47% in 2012).

The result shows that the population density of Tanga City Council increased from 448 persons per square kilometre in 2002 to 504 persons per square kilometre in 2012. Currently (2022) the city has a population density of 659 (*number of people living in 1km<sup>2</sup> of area*) people per square kilometre.

Mabawa is the highly populated ward in Tanga City with 25816 people while Marungu is the one with low population having 3795 people. Children aged 0-5 years 40,874 and old aged people (64+) is estimated to 11135 while working group (aged 15-64 years) is estimated to be 229,999 which is 67.1% of the total population.

#### **1.1.4.4. Population Density**

Population density is the measure of the number of people per unit area, commonly represented as people per square kilometre. The study of population density helps the Government in provision of space in a given area as well as in the provision of the basic needs of people in the area. According to Population and Housing Census of 2012, the Government of Tanzania has the average of 51 persons per square kilometre.

Mabawa is the highly populated ward in Tanga City with 25,287 people while Marungu is the one with low population having 3717 people. Children aged 0-5 years 40,874 and old aged people (64+) is estimated to 14,408 while working group (aged 15-64 years) is estimated to be 229,999 which is 67.1% of the total population.

The population size and density by division and wards in Tanga City Council for the years 2012 and 2020 is shown in the table below

**Table 1.4: Population Size and Density by Division; 2012 Census and projections of 2020**

| Division           | Number of wards | Total Land area (sq.kms) | 2012 Population Census |                    | 2020 Population projections |                    |
|--------------------|-----------------|--------------------------|------------------------|--------------------|-----------------------------|--------------------|
|                    |                 |                          | Total number           | Population Density | Total number                | Population Density |
| Chumbageni         | 6               | 228                      | 57,685                 | 253                | 72,363                      | 318                |
| Ngamiani Kati      | 7               | 20                       | 72,131                 | 3,590              | 90,483                      | 4504               |
| Ngamiani Kaskazini | 6               | 11                       | 65,684                 | 5,960              | 82,396                      | 7477               |
| Pongwe             | 8               | 285                      | 77,832                 | 273                | 97,637                      | 342                |
| <b>TOTAL</b>       | <b>27</b>       | <b>544</b>               | <b>273,332</b>         | <b>503</b>         | <b>342,879</b>              | <b>630</b>         |

**Source:** National Bureau of Statistics, 2012 Population Census Report and Population projections

#### 1.1.4.5. Urbanisation

Trends of population growth tend to decrease in general but increase in urban areas. According to Population and housing census of 2012, the population growth rate is 1.2 compared to 1.89 in 2002 and 2.2 in 1988 census. Urban areas are denser than rural areas. In Mabawa population density is 6454 (represents urban areas) while population density in Marungu is 68 (represents rural areas). Due to different factors of economic growth like crude oil pipeline from Uganda and emerging of Industries and improving of Tanga port the urban population will increase more.

#### 1.1.5. CLIMATE AND VEGETATION

##### 1.1.5.1. Climate

Tanga's climate is classified as tropical, where winters are rainier than the summers. This climate is considered to be as according to the Copen-Geiger climate classification. The average temperature in Tanga city is 26.3 °C. About 1290 mm of precipitation falls annually. Precipitation is the lowest in February, with an average of 27 mm. The greatest amount of precipitation occurs in May, with an average of 294 mm, at an average temperature of 28.4 °C, March is the hottest month of the year. The lowest average temperatures in the year occur in August, when it is around 24.2 °C. However, Tanga City council has a climate that is influenced by coastal humidity and mangroves vegetation resulting into micro climate in specific localities and macro climate in larger areas.

Annual rainfall levels vary quite a bit, ranging from 600-1400 mm depending on the year and the location. Rains fall in two seasons, the 'vuli' from October to December and the heavy rain (masika) from March to May. Soil fertility is relatively high, and this is a moderately productive zone despite inconsistent and unreliable rains. The household economy rests on two main pillars: crop production and fishing. Cassava and maize are the main food crops, although paddy is also produced in small quantities, along with cowpeas and green gram

#### **1.1.5.2. Vegetation**

The City vegetation consists of natural forests (1500 ha), mangrove (1600 ha), bush land, and trees planted by human being. Tanga City coastline is conserved with mangrove forests. The management committees were formed in 15 villages and a total of 400 ha has been planted. Tanga City Natural forests are found in reserve areas such as Mleni, Kolekole and unreserved area of Pongwe and Pande.

#### **1.1.6. DEMOCRACY**

The Government has continued to uphold democratic principles as evidenced by the past four competitive, free, fair, and peaceful multi-party general elections. This trend has been well acknowledged by global governance indices. Tanzania is ranked 15 out of 52 countries in the “Mo Ibrahim” Index of African Governance (IIAG) with an overall score of 56.7 (out of 100) in 2014, which is higher than the African average of 50.1, and also higher than East Africa’s regional average of 44.3. Over the past decade, increasing freedom of speech and expression, political participation, positively changing social values and rapid urbanization have combined with enhanced democratic values to raise public expectations and demand for accountability. Such demand has led to a matching response by the Government by ensuring that its actions address needs and aspirations of the citizenry in terms of both quality and time.

Specifically in Tanga, democracy is practiced in all aspects. There is freedom of expression, free operations of multi parties, free and fair elections (General and local) and participation of the people as citizens in civil and political life.

### **1.2. PURPOSE AND OBJECTIVE OF THE STRATEGIC PLAN**

The Strategic Plan reviews the previous one to take on board the pending and emerging issues in the revised Strategic Plan. This Plan is the third in the series of Strategic Planning by Tanga City Council and will cover five years from 2021/22 to 2025/26 in a tandem with the implementation of the third Five Years Development Plan of 2021/22 – 2025/26.

The purpose of the strategic plan is to identify the strategic actions required to be undertaken by all actors in Council development planning and budgeting in order to achieve the underpinned objectives of FYDP-III and CCM election manifesto 2020 -2025 to accelerate realization of and National development Vision 2025. General the purpose of this strategic plan can be centred to:

- Improve service delivery performance
- A management tool which guides operations and stipulates matters to be accomplished by TCC in the next five years.
- Provide a basis for levels of accountability to all stakeholders.
- Establish priorities for efficient and effective resource allocation
- Improve transparency, predictability and communication among key stakeholders

The Strategic Plan developed clarifies institutional priorities and unifies the staff in the pursuit of shared objectives. It will also provide an opportunity to address fundamental questions, to focus away from day to day operations, and to take initiatives to improve

performance. The mandatory role of the council is delivery of quality services in order to improve the social economic well-being and ultimately the living standards for its people. Specifically, the five year Strategic Plan will:-

- a) Set strategic direction (establishing realistic goals and objectives) and strategies aimed at optimum attainment of the Council's Mission and realization of its Vision;
  - b) Identify key outcomes, outputs and targets;
  - c) Serve as a basis for budget preparation and sourcing for funds;
- Act as a tool for internal and external communication on the Strategic Mission; and
- d) Provide a framework for monitoring progress towards achievement of the set objectives and evaluating the effectiveness of performance in service delivery.

### **1.3. RATIONALE FOR THE STRATEGIC PLAN**

The Government of Tanzania directed that all Ministries, Departments and Agencies (MDAs); and Local Government Authorities (LGAs) develop strategic plans, which give them a focused direction for their future operations. It is also a requirement that the plans be aligned to the sector-wide strategic plans and National Development Vision 2025 which outlines the aspirations of Government in its pursuit to achieve its Vision of transforming our country into a middle income country by 2025.

The Tanzania Development Vision 2025 (TDV) outlines the economic framework that the Country desires to achieve by 2025. The fundamental objective of the Vision 2025 is to spell out what Tanzania aspires to be by 2025, and therefore provides focus and opportunity to rally the society towards the intended objective. Through implementation of the Vision 2025, Tanzania geared to move from a least developed country to a middle income country by 2025, and that a solid foundation for a competitive, dynamic and highly productive economy will have been laid by this time.

The Vision 2025 is operationalized through three Five Years Development Plans (FYDP I-III) with an overarching goal of achieving a middle income status by 2025. The Vision also envisages that this economic prosperity will be manifested in, and accompanied by five main attributes:-

- a) High quality livelihood for all Tanzanians,
- b) Peace, stability and national unity,
- c) Good governance,
- d) A well-educated and learning society; and
- e) A competitive economy capable of producing sustainable and shared growth.

The Tanga City Council's Five Years Strategic Plan for 2021/22 – 2025/26 is a process that charts the Council's broad direction forward. The process helps the Council decide what it wishes to achieve and the main actions it needs to undertake over a given timeframe. The Plan also allows a collective and participatory process of planning involving a range of development stakeholders. The plan is an instrument to enhance the Council's capacity in carrying out its core mission and vision. It is a tool for monitoring and controlling performance towards the targeted objectives.



The main reasons for developing the Strategic Plan 2021/22 – 2025/26 are to provide the council with a framework for programme planning, implementation and performance review. The strategy serves as a basic tool for engaging and negotiating financing of the council with key stakeholders. It presents the council with an instrument for continuous critical evaluation of its activities and priorities, strategic interventions and programme implementation, and sets a basis for resource allocation and targeting. The strategy seeks to improve the quality of services delivery by strengthening institutional frameworks and structures as well as improving revenue collection at all levels. The overall mission will seek to provide all City Council residents with equal opportunities for quality services to ensure collective efforts to improve their standard of living.

This Strategic Plan has been prepared with a view of guiding the implementation process of service delivery and development initiatives in a strategic direction. It also aimed at creating a common understanding among TCC Administration, Management, staff and other stakeholders in order to enhance their collective contribution with its objectives being derived from the functions prescribed to City council mandate. The established targets are drawn against achieving broad objectives and during implementation it is envisaged that a continued collaborative effort is sustained among City staff and stakeholders in order to deliver our mission and ultimately realise the council's vision.

#### **1.4. METHODOLOGY**

This Strategic Plan for Tanga City Council is the last for the implementation of the Tanzania Development Vision 2025. This Plan aims to guide the council on mobilisation its resources and collaborate with stakeholders to fulfil its basic responsibilities as given under Part V of the Local Governments Act (Urban Authorities) Cap 288 R.E. 2002 Sections 53 - 55. This Strategic Plan takes into account the new environment of Tanga City with respect to changes in Social, economic and political environment as well as contemporary policies and guides. It is developed within National development frameworks and sectoral policies. The plan is a Council commitment to development in medium term in order to achieve Tanzania vision 2025

Tanga City Council in collaboration with Tanga region administration initiated the review of the Strategic Plan after the former plan expired in 2019/20, by deploying effective participatory approaches whereby the council appointed a planning team involving different stakeholders within the council, councillors, Council management team and staff to fast-track the process. The approach intended to help the Council working group to establish common understanding in strategic planning approaches, concepts and tools in order to align them to practically develop a good strategic plan. The participatory approach was employed in reviewing the Plan by involving the Council Management and senior staff and other Key Stakeholders. The wider interactions aimed at enhancing ownership of the planning process and successful execution of the Plan.



The information which is the subject of this strategic plan document was gathered through qualitative approach. By this approach the planning team collected qualitative data on the councils' service delivery status and the level of resident's satisfaction with the services. Baseline information to facilitate comparison collected, compiled and analysed during the Tanzania State of Cities reporting (TzSoCR) process has enriched the baseline information in effective development of this strategic plan. This Strategic Plan was built on intensive participatory approach with intent to take on board community development needs and incorporating the same in this new plan. In this participatory view, various stakeholders involved in development were consulted to give their views.

The Strategic Plan 2021/2022 to 2025/2026 emphasizes on developing a prosperous City which must have a generous and well-designed Urban form. The Tanga City Strategic Plan has also been prepared in line with our government policy whereby Tanzania advocates for a holistic approach to urban form that embraces the concept of liveability and completeness. The main approach for the preparation of this Strategic Plan was the review of the previous Strategic Plan and brainstorming on the extraction of new ideas. Throughout this process, facilitation and technical backstopping was provided by a Team of principal staff from the President's Office Regional Administration and Local Government (PO-RALG).

In reviewing and development of the Strategic Plan, TCC did:

- ◆ Carry out Situational Analysis, its Strengths, Weaknesses, Opportunities and Challenges (SWOC) including Stakeholders Analysis and Performance Review.
- ◆ Develop Vision and Mission, and Core Values, Objectives, Strategies, Targets and Results Framework Matrix.

The Data were collected and analyzed to determine the internal environment (*Strengths and Weaknesses*) and the external environment (*Opportunities and Challenges*) which helped to identify areas for improvement and critical issues were identified. These formed the basis to formulation of strategies and targets to be addressed, and developing strategic objectives. The council top management together with the council's appointed team, were then fully involved to plenary discussion to critically reviewing the previous strategic plan's Vision and Mission statements, objectives, targets and performance indicators. After which they spend much more time to develop vision, mission, distinctive competences, core values, objectives, strategies and targets.

This Strategic Plan which covers five years period 2021/2022 to 2025/2026 was developed in accordance with the Planning and Budgeting Manual of the United Republic of Tanzania, and in line with the government planning frameworks including the Tanzania Development Vision 2025, Five Years Development Plan - II, CCM Election Manifesto 2020 – 2025 and other governments' policies and strategies in accordance with the Medium Term Strategic Planning and Budgeting Manual. It is also keeping with the global initiatives like Sustainable Development Goals (SDGs). Under this plan, the

TangaCity Council is charged with the responsibility of providing social services to the community within its area of jurisdiction.

The council planning team prepared the draft document which was shared to the Council management for discussion and more inputs, comments and validation. The final draft was prepared and presented to the key stakeholders, ranging from Council Staff and Management, CSOs/Private sector. Thereafter, the final draft was improved, circulated and presented to the Finance Committee for comments and finally to Full Council for approval.

## **1.5. LAYOUT OF THE PLAN**

This TCC's Strategic Plan 2021/22 – 2025/26 document is organised in six chapters preceded by preface, acknowledgement, and executive summary. The preface, acknowledgement and executive summary briefly outlines the Mission, Vision and Strategic Objectives, and underpins the Council policy commitments and broad strategies to be undertaken in the implementation of the plan.

Chapter one provides the background of the Council Strategic plan which includes a background, the council profile, mandate or major functions, it explains the rationale or purpose for the plan, and in short the process adopted in developing the plan, and finally the layout of the plan.

The second chapter presents the Situation analysis in relation to the performance of the previous plan, together with a collection and evaluation of present economic, political, social, environment, technological and legal trends, aimed at identification of internal and external forces that may influence the council's performance and choice of strategies, assessment of current and future situations, and highlights the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of the Council, and analysis of key stakeholders of the council as well. From the analyses, critical and current issues to be addressed in the Plan were identified.

The third chapter stipulates the main features of the plan which maps out the strategic direction for the council and describes the Council's Vision, Mission, and Core Values statements. It also gives the strategic objectives and service delivery targets and major strategies under each sub vote as well as performance indicators. The fourth chapter gives a result framework and Strategic plan Matrix which provides a link between the council and other regional and national frameworks and government policies, beneficiaries and stakeholders, developmental goal, result chain etc.

The fifth chapter gives the implementation, Monitoring and Evaluation framework, review, and reporting process of the strategic plan. All the steps for the process are clearly described in terms of procedures and timeframes. This chapter also describes the reporting process as a result of monitoring and evaluation. Chapter six provides the financing of the Strategic Plan, its modalities and mobilisation strategy. Lastly are the Annexes of the document.

## 1.6. SOCIO-ECONOMIC INDICATORS

According to 2011/12 Household Budget Survey conducted by Tanzania Bureau of Statistics, poverty is becoming more responsive to economic growth. The Basic needs poverty declined substantially from 34.4% in 2007 to 28.2% in 2012 and food poverty from 11.7% to 9.7% respectively. On the other hand the Human Development Index value for Tanzania increased from 0.466 in 2011 to 0.521 in 2014. Human development outcomes such as in education, health, water and nutrition improved, though overall levels continue to remain low. The immediate causes of malnutrition are diseases and inadequate quality food, are exacerbated by poor maternal and childcare practices and inadequate access to health care.

The economy of Tanga is in a state of revival after the reversal associated with the collapse of the sisal export market during the 1960 – 1970's. New large and small scale industries and enterprises are being established, as facilitated by improved infrastructure, growing market, privatization and greater support from all level of government to investment. The growth in export and import through Tanga's port has also contributed to this revival.

The Gross Domestic Product (GDP) of Tanzania Mainland amounted to TZS 1,918,928 million, Per Capita GDP is TZS 2,982,311 both at current prices. Tanga region's GDP in 2020 was TZS 5,480,897 million equivalent to 7.5 percent contribution to the nation's GDP. Likewise the per capital income for the city is estimated to be about Tshs.924,400.00 (approx. 400 USD) with more than 50% of the urban employment in the informal sector and half of the semi urban population depending on agriculture, livestock rearing and fishing for their livelihood.

### 1.6.1. SOCIAL SERVICES

Tanga City council in collaboration with the Central Government and other stakeholders is dedicated in the delivery of quality social services to the community. They include health services in term of morbidity, mortality and reportable communicable and non-communicable diseases in the area, as well as preventive measures on HIV/AIDS prevalence, tuberculosis, reproductive and child health, and health facilities. Also includes education sector which include Pre-Primary, Primary and Secondary school facilities and performance, as well as water supply and sanitation facilities.

#### 1.6.1.1. HEALTH SECTOR

Primary health care is the base around which Tanzania health delivery system revolves, and is a self-help scheme in which clients contribute. It addresses itself on the front line to the solution of over 90 percent of community's health problems. It is accessible in that services are within reach. Everyone is included even the most poor have been provided with mechanisms for inclusion. It is hierarchal with the dispensary as the immediate facility followed by the health centre and ultimately peaked by the hospital.

The Government of Tanzania through the Ministry responsible for Health, Local Government Authorities and other stakeholders, has been put great effort towards improvement of the health status and lives of her people through improving health infrastructures, availability and commitments of health practitioners, availability of medicines and medical equipment, implementation of preventive and curative measures.

The City council has a total of 62 health facilities, which are categorized into 4 hospitals 8 health centres, 46 dispensaries and 5 clinics. Classification by ownership shows that, out of these facilities 28 (61.6%) are owned by the government and 34 (38.4%) are privately owned. The majority of government health facilities are ranked 2 - 3 stars and most infrastructures are good except 4 facilities which need rehabilitation. The priority of the council is to strengthening health facility infrastructures for both primary and council hospital.

**Table 1.5: Distribution of health facilities in Tanga City, 2021**

| SERVICE FACILITY CATEGORY | SERVICES BY OWNERSHIP |          |           |           |
|---------------------------|-----------------------|----------|-----------|-----------|
|                           | PUBLIC                | CBO/FBO  | PRIVATE   | TOTAL     |
| 1. Hospitals              | 2                     | 0        | 2         | 4         |
| 2. Health Centres         | 6                     | 0        | 2         | 8         |
| 3. Dispensaries           | 40                    | 2        | 4         | 46        |
| 4. Clinics                | 0                     | 0        | 4         | 4         |
| <b>GRAND TOTAL</b>        | <b>48</b>             | <b>2</b> | <b>12</b> | <b>62</b> |

*Source: City Medical Officer of Health, Tanga City Council 2021*

### **Status of Key Medical Staff**

The provision of quality health services depends on the availability of qualified personnel, medical equipment and medicines. The government has put more effort to improve the quality of health services by distributing health staff in all facilities.

The city has 562 health care workers from different cadres of health professional. In 2020/2021, the council is planned to recruit 97 staff where will be placed in different health facilities. The distribution of health care workers are categorized into Medical Doctor 8, Assistant Medical Officer 15, Health Secretary 3, Pharmacist 2, Laboratory Scientist 2, Nursing Officer 5, Health Officer 4, Assistant Health Officer 26, Nurses 128, Assistant Nursing Officer 46, Assistant Laboratory Technologist 32, Clinical Officer 85, Dental Surgeon 2, Assistant Dental Officer 3, Dental Therapist 8 and Medical Attendant 137.

### **a) Morbidity and Mortality<sup>3</sup>**

**Morbidity** is being ill whereas illness is the risk one takes as part of the living process. In order to reduce morbidity cases the government have to put strong policies and health services development program such as improvement of health facilities in rural areas.

<sup>3</sup>City Health Information System, Tanga 2020/21

The top 10 causes of admission for children under five years of age in Tanga City Council 2020/21 include; Pneumonia 3,655 (28.37%), Neonatal Sepsis 3,250 (25.22%), Diarrhoea diseases 1,225 (9.51%), Anaemia 959 (7.44%), Other diagnosis 877 (6.81%), UTI 845 (6.56%), Low birth weight and pre-maturity complications 716 (5.56%), Upper Respiratory Infections 558 (4.33%), Birth Asphyxia 487 (3.78%), and Bronchial Asthma 313 (2.43%).

The top ten causes of admission for above five years of age in Tanga City Council during 2020/21 include; Gynaecological diseases 1,437 (23.39%), Fractures 998 (16.25%), Hypertension 713 (11.61%), HIV infections 622 (10.13%), UTI 538 (8.76%), Traffic Accidents 443 (7.21%), Diabetes 433 (7.05%), Anaemia 370 (6.02%), Peptic Ulcers 333 (5.42%), and Other Febrile illness 256 (4.17%).

**Mortality** is the health indicator that states the condition of being subject to death from a certain cause. In Tanga City council estimates for mortality are based on routine data collection systems from the health facilities.

The top ten diagnoses leading to Mortality for children aged below five years in Tanga City Council 2020 include; Neonatal Asphyxia 15 (13.39%), Respiratory Distress 12 (10.71%), Pneumonia 9 (8.04%), Neonatal Septicaemia 4 (3.57%), HIV and AIDS 3 (2.68%), Septicaemia 3 (2.68%), UTI 2 (1.79%), Others 68 (57.14%).

## **b) Reproductive and Child Health**

The Maternal mothers and children are among the most vulnerable groups affected by these diseases. A list of the most important causes of mortality goes a long way in determining a Council's and indeed a country's priority area of public health investment. Also, shortage of staff, medicines, medical equipment and supplies in better condition of the health facilities are the major shortfalls of the Health Sector in the council.

The health situation of the people in the City council can also be observed through other proxy health indicators that include Maternal Mortality Rate (number of mothers deaths at child birth per 100,000 mothers), Infant Mortality Rate (number of infant deaths per 1,000 infants), and Children under Five Years Mortality Rate (children deaths per 1,000 live births). According to Tanga City council health department records, show that Maternal Mortality Rate (MMR) is 188 per 100,000 Mothers; Infant Mortality Rate (IMR) is 3 per 1,000 live births and Children under Five Years Mortality Rate (U5MR) is 2 per 1,000 live births<sup>4</sup>.

## **Child Nutrition**

The government has increased its efforts to improve healthcare access for vulnerable groups, particularly maternal mothers and children. Mothers and their children from foetuses to under five years are the most vulnerable group in the society. Therefore,

<sup>4</sup>Tanga City Council – CCHP 2020/21 Page 7

reproductive and child health services are the most vital for their survival. Nutritional food intake is associated with child health and therefore, poor diet can result into severe malnutrition which in turn manifests itself in high infant and child mortality rates.

### **1.6.1.2. EDUCATION SECTOR**

The education system of Tanzania includes pre-primary, primary and secondary school education; and also tertiary education which includes colleges, vocational; higher learning institutions and adult education.

One of the main objectives of the Tanzanian national education policy is to provide primary education for all children of school going age and promoting ability to read, write and do arithmetic in early childhoods. Besides primary education, the policy calls for vigorous effort to expand secondary and tertiary education.

#### **1.6.1.2.1. Pre and Primary Education**

According to 2014 National Education Policy, each primary school must establish a pre-primary education class. The City Council has 109 pre-primary classes of which 81 owned by the government and 28 are privately owned, with a total number of 7,092 pupils, of these, 31,229 are boys and 30,280 are girls. The number of qualified teachers in pre-primary school is 100.

Tanga City Council has a total number of 109 primary schools of which 81 are government Primary schools and 28 of them are private schools. The total number of pupils in Government Primary schools is 56,183 of which 28,448 are boys and 27,735 are girls. In private primary schools, the total number of pupils is 9,943 while 4,954 are boys and 4,989 are girls.

Enrolment in standard one is 10,754 of which 4,713 are boys and 4,295 are girls in Government schools and private schools is 898 are boys and 848 are Girls.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• The City council has a total number of 1,297 teachers.</li> <li>• Average primary school pupils enrolment rate in 2021 is 121%.</li> <li>• STD I enrolment rate is 121% and for pupils with special needs is 90%</li> <li>• Desk – Pupil ratio was 1:4 in 2021.</li> </ul> |   |
| <ul style="list-style-type: none"> <li>• Classrooms – Pupils ratio is 1: 75</li> <li>• Teacher – Pupils ratio is 1:47</li> </ul>  | <ul style="list-style-type: none"> <li>• Book – Pupils ratio is 1:3</li> <li>• Pit latrine – pupils ration is 1:73</li> </ul> |

#### **a) Primary School Enrolment Rate**

The enrolment rate is one of the indicators of sustainable development of human capital. In primary education regard to Tanzania Education policy, Net Enrolment



Rate (NER) is defined as the number of children aged 7 to 13<sup>5</sup> years who are attending school divided by the total number of population in same age group.

#### **b) Primary School Infrastructures and other facilities**

The education basic infrastructures and facilities includes classrooms, toilets, teachers' houses, furniture, libraries and textbooks. The Status of the Primary school infrastructures and facilities shows the demand for classrooms is 1533 while actual situation is 802 and shortage is 731 (47%); demand for teachers' houses is 1299 while there are only 88 and shortage is 1211 (93%); demand for Pit latrine is 2711 holes while there are 837 holes and shortage is 1874 (69%); demand for desks is 20184 while there are 16643 and shortage is 3542 (17%).

#### **c) Primary Primary Education Teachers**

Teacher to pupil ratio is an important indicator for measuring the capability of qualified teaching staff in terms of availability and total number of pupils. The standard requirement is that one teacher should serve a class of 45 pupils. Tanga City has a total of 1297 Primary education teachers against required number of 1533 teachers as shown below:

**Table 1.8: Status of Teachers in Public Primary Schools in Tanga, 2021:**

| CATEGORY                          |                 | Certificate | Diploma | Bachelor | Masters + |
|-----------------------------------|-----------------|-------------|---------|----------|-----------|
| Pre-Primary<br>Classes<br>Schools | Required        | 228         |         |          |           |
|                                   | Available       | 45          | 11      | 8        | 0         |
|                                   | Deficit/Surplus | 164         | 0       | 0        | 0         |
| Primary<br>Schools                | Required        | 1199        | 106     |          |           |
|                                   | Available       | 712         | 273     | 243      | 5         |
|                                   | Deficit/Surplus | 72          | 0       | 0        | 0         |

*Source: Primary Education Department-TangaCity Council, 2020*

#### **d) Adult Education**

Adult education has been used by the government as the strategy for eradication of illiteracy since 1970's. For the meantime, the council has been implementing education policy on the pillar to eradicate illiteracy. It expands adult education by using primary and secondary schools as centers for COBET for out of school children and youth schooling.

TangaCity council has been implementing education policy on the pillar to eradicate illiteracy. The adult education enrolment in COBET programme has been increasing over

<sup>5</sup>The 7-13 year age group is the official primary school age in Tanzania.



the years. In Tanga City 277 out of school children have been recruited in Complementary Basic Education in Tanzania (COBET) classes. Out of them, 174 are boys and 103 are girls. The pupils are being taught by 10 paraprofessional teachers and they are assisted by primary school teachers in all 10 COBET centers which are located in 9 wards within the city.

#### 1.6.1.2.1. Secondary Education

TangaCity Council has 44 secondary schools (26 public and 18 Private), with a total number of 26,202 pupils (13,689 boys and 12,513 girls). Government schools has 21,664 students of whom 11,718 are boys and 10,946 are girls. Out of these 12 schools (4 public and 8 Private with a total number of 4,538 of whom 1,971 boys and 2,567 girls respectively) do offer Advanced level of Secondary education. Some vital statistics for secondary education:-

Also among 21,664 students in public schools; 19,990 (10,063 boys, 9,927 girls) are O'Level while 1,674 are A'Level students (1,655 boys, 19 girls) and among 4,538 Private students; 3432 (1,659 boys, 1,773 girls) are O - level students while 1,106 (312 boys, 794 girls) are A - level students.

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**Table 1.9: Distribution of Secondary Schools and students in TangaCity, 2020**

| CATEGORY                     | NUMBER OF SCHOOLS |           | NUMBER OF STUDENTS |               |               |
|------------------------------|-------------------|-----------|--------------------|---------------|---------------|
|                              |                   |           | BOYS               | GIRLS         | TOTAL         |
| O' Level Secondary Education | Public            | 22        | 10,063             | 9,927         | <b>19,990</b> |
|                              | Private           | 10        | 1,659              | 1,773         | <b>3,432</b>  |
|                              | <b>Total</b>      | <b>32</b> | <b>11,722</b>      | <b>11,700</b> | <b>23,422</b> |
| A' Level Secondary Education | Public            | 4         | 1,655              | 19            | <b>1,674</b>  |
|                              | Private           | 8         | 312                | 794           | <b>1,106</b>  |
|                              | <b>Total</b>      | <b>12</b> | <b>1,967</b>       | <b>813</b>    | <b>2,780</b>  |
| <b>GRAND TOTAL</b>           | Public            | 26        | 11,718             | 9,946         | <b>21,664</b> |
|                              | Private           | 18        | 1,971              | 2,567         | <b>4,538</b>  |
|                              | <b>TOTAL</b>      | <b>44</b> | <b>13,689</b>      | <b>12,513</b> | <b>26,202</b> |

*Source: Secondary Education Department-TangaCity Council, 2021*

### **Ordinary Level Secondary Education Enrolment**

Enrolment in public and private secondary schools by sex in 2021 is shown in the table below. It is noted that there is gender bias against women in Tanga City council as the number of boys and girls enrolled for secondary education are not equal in both public as well as private secondary schools.

### **Secondary Education Teachers**

Teacher to students' ratio is an important indicator for measuring the capability of qualified teaching staff in terms of their availability against the total number of pupils. The standard requirement is that one teacher should serve a class of 40 students.

The City council's requirement for secondary school teachers is 976 but the actual strength is 902 teachers, of which females are 373 and the remaining 529 are males. These teachers are classified for science subjects 262 teachers and Arts subjects 640 of different levels as shown below;

**Table 1.10: Status of Teaching Staff in Public Secondary Schools in Tanga, 2021**

| CATEGORY        | ARTS SUBJECTS |     |    |      |      | Sub total | SCIENCE SUBJECTS |     |     |      |      | Sun Total | TOTAL |
|-----------------|---------------|-----|----|------|------|-----------|------------------|-----|-----|------|------|-----------|-------|
|                 | Dip           | BA  | MA | PGDE | Phd+ |           | Dip              | BSc | MSc | PGDE | Phd+ |           |       |
| Required        |               |     |    |      |      | 566       |                  |     |     |      |      | 410       | 976   |
| Available       | 109           | 488 | 41 | 1    | 1    | 640       | 88               | 158 | 12  | 4    | 0    | 262       | 902   |
| Deficit/Surplus |               |     |    |      |      | 74        |                  |     |     |      |      | 276       | 74    |

**Source:** Secondary Education Department-Tanga City Council, 2021

The Status of secondary education infrastructures and facilities shows the demand for classrooms is 605 while actual situation is 563 (93%); and there is surplus/shortage of 42 (7%) demand for teachers' houses is 141 while there are 99 and shortage is 42 (30%); demand for Science laboratories (Physics, Chemistry & Biology) is 81 while there are 38 and shortage is 43 (47%); demand for tables and chairs (set) is 24,431 while there are 22,896 chairs with a shortage of 1,535 (6%) and available tables are 22,819 with a shortage of 1,612 (7%)

### **Secondary Schools' infrastructure and other facilities**

The quality and quantity of facilities in public secondary schools are very important for improving the provision of educational services in the Council. These infrastructure include administration blocks, teaching staff rooms, classrooms, laboratories, dormitories, and toilets, teaching staff quarters, libraries, furniture and clean and safe water.

#### **1.6.1.2.3. Tertiary Education**

Tanga City council have some institutions offering tertiary education including Open University of Tanzania, Vocational Education of Tanzania Authority Tanga Centre, COTC, Public Service College Tanga branch,

Tertiary education does not fall under the city council's mandate, but for the well-being of its community there is a need for the council to mobilise and invite stakeholder to invest in the sector.

#### **1.6.1.3. WATER SUPPLY**

Water supply means of supplying water for public or private utilities. According to Tanzania Development Vision 2025 Goals, 'Universal access to safe water' consider this as the one among the main goals. Due to that, the government through the Ministry of water is struggling to ensure safe water is supplied to populations in rural and urban areas.

Tanga City has abundant water sources. Water from the Sigi River is diverted to Mabayani dam and pumped to a treatment plant. The water is flowing to city for use by use of gravitational force. The maximum water processing capacity is 42,000m<sup>3</sup> per day while daily demand is about 26,000m<sup>3</sup>. It's estimated that the currently installed capacity will meet the increasing demands for until the year 2021.

Provision of clean and safe water is of primary importance to ensure the well being of the people. Tanga UWASA is the main supplier of clean and safe water in the City. The sources of water are natural springs, rivers, boreholes and rain water.

#### **1.6.2. ECONOMIC SERVICES**

The National Population and Housing Census, held 2012, show that Tanga City council has annual population growth rate of 4.2 percent. By year 2020 the council population is estimated at 342,880 residing in the city, where the pure urban accommodates 277,389 people and peri-urban 65,491 people. The Economy of Tanga City council largely depend on Trade and industries, and small and medium entrepreneurship activities, and also agriculture and livestock keeping which contributes to over 90 percent of the City population, and contributing almost 90% to the City GDP, whereas the remaining 10 percent is contributed by other sectors like Services provision, Tourism, Transport, financial services, construction, mining, sports and culture etc.

The Gross Domestic Product (GDP) of Tanzania Mainland amounted to TZS 1,918,928.00 million, Per Capita GDP is TZS 2,982,311.00 both at current prices.

##### **1.6.2.1. Agriculture Sector**

In Tanga City Council agriculture contributes to about 26.7% (crops 4.4% and livestock 22.2 %) of the total City Council own sources revenues. The sector has ensured food security and has managed to produce surplus of maize which is the major food crop grown in the council. Apart from growing crops also they practice livestock keeping as an alternative source of food and income as well.

**a) Arable land distribution**

The City has an area of 60,000 hectares out of which arable land (suitable for agriculture and livestock keeping) is 25,494 hectares equivalent to 42.49% of the total land area. The current cultivated area is 9,620 hectares equal to 37.73% and the remaining 15,874 hectares of arable land are used for other economic and social activities.

**b) Crop Production**

It is estimated that over 70 percent of the population in the City depend on agriculture and livestock keeping for their livelihood. The data shows the total estimated land area cultivated for food crops in the City is 9,620 ha.

**i). Food Crops**

The major food crops grown in the Tanga City Council include Cassava, maize and cowpeas. For the season of 2019/20, the council managed to harvest 12,069 tons (Cassava), 1,925 tons (Maize) and 57 Tons (Cowpeas) for food.

**ii). Cash Crops**

The major cash crops cultivated in Tanga council are, Sisal, cashew nut, coconut, mangoes and oranges. For fiscal years 2018/19 – 2020/21, the council managed to harvest 4,440 tons (Coconut), 2,112 ton (Mangoes), 1,917 tons (Oranges), 1,000 tons (Sisal), and 239 tons (Cashew-nuts) of cash crops in total.

**c) Irrigation Agriculture**

Tanga City Council has one utilized and operating irrigation scheme Golani, and targeted to extend new irrigation schemes after considering visibility studies opinions.

**1.6.2.2. Cooperative development**

Cooperatives is among key strategies for raising capital for entrepreneurs in the agricultural sectors production, small industries, commerce and other traders.

Tanga City Council has seven categories of Co-operative societies with a total of 43 Cooperative societies of which male are 5,603 and female are 3,907. Among the cooperative societies, 30 are active while 13 are dormant. Cooperatives have made total capital of TZS 6,651,210,036.01 from seven different categories which are SACCOS (TZS 6,625,045,036.01); AMCOS (TZS 205,000.0); Industry (5,100,000.0); Markets (TZS 7,405,000.0); Livestock keepers (TZS 10,745,000.0); Fishing (TZS 500,000.0); and Service (TZS 2,210,000.0).

**1.6.2.3. Livestock Development**

Tanga City is famous for zero grazing livestock keeping, due to limited land as well as health restriction that regulates keeping animals within the city premises. Livestock keeping is among of the major economic activities, which employs a good number of people for their livelihood. Livestock production forms an important component of the city's food security (nutritional); 15% of city livestock keepers.

During 2019/20 a total of 208,412 different types of animals are kept which include:- Cattle (30,632); Goats (21,738); Sheep (6,821); Donkey (1,532); Pigs (7,053); Poultry (131,503); Horse (13); Dogs (7,200); and Cats (1,920).

Like with agriculture, productivity of livestock will increase especially by keeping improved breed or species. Tanga region has already embarked on the road towards such improvement of productivity by using the production value chains of improved breeds of poultry, cattle, goats and pigs.

#### **a) Livestock Products**

During season of 2019/20 livestock keepers in Tanga City received TZS 46,846,190,900.00 from various livestock products including Milk (Cows and Goats), Eggs (Poultry), Skin and Hides (Cattle, Sheep and Goats), etc

#### **b) Livestock Diseases**

Livestock quality improvement is limited by access to facilities capable of controlling animal diseases, which affect animal health and reduces both meat quality or/and milk production quantity. The delivery of livestock health services depends on facilities such as dip tanks, and water sources.

### **1.6.2.4. Fisheries**

Fishery is one of the main economic activities carried out by people of which about 15% of Tanga City council population depends upon fisheries for their livelihood. Tanga city council also acquires revenue from the fisheries activities including revenue collected from (License and auction fee) contributing about 9% of the council budget. The major source of fish products used within Tanga City council come from fishing in the Indian Ocean and privately owned aquaculture units.

The harvested fish products such as red sniper, kingfish, small pelagic *etc*, are sold through auction in two larger fish land sites at Kasera, Deep, Sea, Mchukuuni and Tongoni and the catch harvested is transported to various regions of Tanzania and exported outside the country for consumption. The City lacks fish market thus the Council has plans to construct 1 modern fish market at Deep-sea landing site.

Fishers use the fishing gears includes such as Nets, hooks, long-line and fish traps and few number of fishers are diving. Major vessels used by fishers are Canoe dugout, Dhow and local boats. Small pelagic are processed by pickling and salting ready to be sold to consumers within the country and large amounts are exported to DR Congo.

#### **Aquaculture**

In Tanga City Council aquaculture is mainly done in ponds conducted by individuals. Ponds, type of ponds used are concrete ponds and mainly species used is Tilapia. Available statistic shows that during 2019/20 a total of 970 kgs of fish harvested from Ponds having

a value of TZS 7,760,000.0 whereas 230,184 kgs valued at TZS 16,112,880,000.0 were harvested from the Sea.

### **Revenue collected from fisheries**

The City Council collected a total of TZS 650,165,064.0 as own sources revenues from fishing activities between 2015/16 to 2019/20 as shown below

| <b>Fiscal Year</b>   | 2015/2016    | 2016/2017    | 2017/2018     | 2018/2019     | 2019/2020     |
|----------------------|--------------|--------------|---------------|---------------|---------------|
| <b>Revenue (TZS)</b> | 77,718,500.0 | 80,022,300.0 | 128,712,048.0 | 153,043,000.0 | 210,669,216.0 |

#### **1.6.2.5. Trade and Industry**

Tanga City is headquarter of Tanga region administration and is the fourth largest population agglomeration, second largest port, third largest industrial centre in Tanzania. The City sits on the Indian Ocean, near the Kenyan border therefore has a Strategic Geographic location which gives it an upper hand business advantage. It has among the best economic and social infrastructure in the country, with the second largest port Tanzania, is an important railroad terminus, connecting much of the northern Tanzanian interior with the sea.

The harbour and surrounding is the centre of life in Tanga. It has several markets in several neighborhoods. The Tanga – Moshi rail line links the City and Central Line, linked to the Great lakes region and the Tanzanian economic capital of Dar es Salaam. Also is well connected by road and telecommunications with large markets in Tanzania, Eastern and Central Africa. The City is served by Tanga Airport situated amidst the City Centre provides air services to other urban and tourism centres in the country. Nearby across the channel lie the islands of Pemba and Zanzibar which are also economic potential markets. Major exports from the port of Tanga include sisal from hinterland, coffee from Kilimanjaro and Arusha regions, Tea from Amani as well as Lushoto City, and cotton. Tanga City Council seeks to reassert City's role as an engine of economic growth despite the reversals due to the collapse of the sisal industry and the setbacks in industrial production during the 1970s'-1990s'.

These Socio-economic infrastructure facilitated agriculture production mainly sisal, tea and horticultural crops, and industrial growth in the whole region with its centre at Tanga City. The local economy was based mainly on the production of sisal, Rail and Port services, industrial production, fisheries and general merchandise. Following this situation many industries and processing factories were established in the city. These industries has an effect on the City in terms of employment and Gross Domestic Product (GDP) where at least 80 percent of the City workforce is employed, and the sector contribute about 85 percent to the City economy.

Some of the major industries in the city include:- Africa Asia Precious Stones & Mining Co. Ltd; Amboni Plantation Ltd; Anjari Soda Factory; Boston Industries Ltd; Burhan Salt Works Ltd; Coastal Oil Industries; El-Baraka Industries; Faeber Auto Parts Ltd Tanga Branch; General Electric Manufacturers Ltd; Gordon's Qualified Tailor & Outfitter; H.Y. Karimjee, Household Items & Hotel Accessories; Khanbhai Industries Ltd; Kilimanjaro



Cement Company; Kirani Industries Ltd; Kivindani Salt Works; Mamujee Products; Metal Industries Ltd; Neelcanth Lime; Pallet Manufacturers Ltd; Pembe Floor Mills; Polishes Manufacturers; Rhino Cement Company; Sandali Wood Industries Ltd; Silver General Distributor Co. Ltd; Star Salt Ltd; Tanga Cement Company Ltd; Tanga Fresh Ltd (Milk); Tangamano Textile Manufacturers; Tanganyika Industry Corp. Ltd; Tanganyika Plastics Products Ltd; and Tip Soap Industries

Accommodation is one of the major business activity as well as services to the business itself. Tanga has a huge pack of facilities in the city centre and along the beach areas. Also there are several popular restaurant featuring coastal food menus including local foods.

#### **1.6.2.6. Transport and Communication**

##### **a) Transportation**

Transport sector is one of the major contributor to the economy of Tanga City. Despite of the role played by the sub-sector of potentially stimulate and facilitate delivery of industrial raw materials and agricultural inputs in the city and delivery of products to the markets. Transport sector is one of the major employer as many people are involved directly or indirectly and earn their living through it. It is estimated that the sector employs about 9% % of the City workforce.

Tanga City is served by all modes of transport that is road, rail, water and air with road and water dominating movement of people and goods. The road network linking the city with other Cities, regions and outside the country are relatively good and are passable throughout the year. The road network for about 1,024.6 kilometres in which 105 km tarmac, 184.8 km gravel and 744.30 km earth roads. On Air Transport, One airport located at Kange in the city handles small aircrafts providing an access mainly to Dar es Salaam, Pemba and nearby regions and on occasion outside the country. In average, 30,967 passengers and 5,486 aircraft flights are recorded.

The Indian Ocean provides an ideal water transport for passenger and cargo from Tanga port to Dar es Salaam, Pemba, Zanzibar and Mombasa in Kenya. The oldest rail line connecting Tanga to Moshi and Arusha as well as to the Central line from Mnyusi at Ruvu gives opening to the Tanzanian economic capital of Dar es Salaam and hinterland Tanzania.

##### **b) Communication**

Communication sector has expanded to a large extent in most of areas of Tanzania. All areas in Tanga city are accessing communication services available in the City include postal services, telephones including mobile phones, courier and internet services throughout the year. Postal services that include handling of cargo and mail, money transfers, sale of postage stamps and Expected Mail Services (EMS) are handled by the Tanzania Posts Corporation (TPC), which also provides internet labs and other private providers. The City council is connected to the “National ICT Broadband Backbone” and is within the existing coverage area of multiple cellular communication service providers, which



include Tanzania Telecommunication Company (TTCL), Vodacom, Tigo, Airtel, Zantel and Halotel

The use and accessibility of information communication technology (ICT) is minimal; in the whole of City, and there are many internet centers. There are four radio stations in the City and national content providers (broadcasters) like TBC, Radio One, RFA, etc. and Television services from TBC, ITV, Star TV, Azam TV, EATV, Clouds, Tanga TV, are well received.

#### **1.6.2.7. Energy and Electricity**

Tanga City is well served by the national electricity grid and consumes around 21 – 22 Megawatts (MW) about a third of 66 megawatts supplied to the region. The Pangani River is the main source of hydro-electricity with stations at Mwakinyumbi. Pangani falls and Hale and their combined generating capacity are about 17,500 and 21,000 KW. The grid also links to other hydro-electric systems such as Nyumba ya Mungu (on Pangani River) and Mtera (on Ruaha River). There are sufficient power supplies for additional industrial and other demands. A large potential also exists for developing solar and wind generated electric supplies at various scales, for example individual households and institutions like health facilities.

#### **1.6.2.8. Financial Services**

Tanga City Council has few branches of financial institutions which provide services in the area these are commercial banks such as NMB, CRDB, NBC, TPB, TIB, Diamond Bank, Mobile Financial Transactions (M-Pesa, Airtel Money, Tigo Pesa, T-Pesa, Z-Pesa etc.), SACCOS and other Savings and Credit Schemes. This wide range of financial institutions makes it easier to meet the diverse financial needs of small, medium and large businesses helps increase trade and provide businesses access to capital to encourage investment and entrepreneurship. The ever increasing business activities in the City council demands expansion, modernization and diversification of financial services.

## CHAPTER TWO

### 2.0 SITUATION ANALYSIS

This chapter presents the current situation facing Tanga city council by looking the internal and external situational analysis report. The analysis of internal environment involved the comprehensive diagnosis of the city's thematic areas in terms of their roles, capacity and issues of major concern affecting performance of the City council in service delivery. The process involved a hard look at the city council itself where it came from, where it is now, the direction it is going and what are its choices for the future development of the communities of the city council. It included a status review in each department/unit, wards, villages and hamlets in which gaps in service delivery were identified cumulatively in relation to the Council performance in fulfilling its functions.

Analysis of external environment includes a critical analysis of key stakeholders, their interest, expectations and impact to the council. Also an overview of international declarations, targets and national policies and strategies that have a bearing on operations of the city council. In assessing the current situation, a wide range of information was collected to determine the external and internal environment.

Both analysis employed a broad SWOC (*Strength, Weaknesses, Opportunities and Challenges*) and PESTEL (*Political, Economic, Social, Technological, Environmental and Legal*) scan. This enables the identification of the factors that will either facilitate or impede the process of implementing this plan.

### 2.1 MANDATE OF THE CITY COUNCIL

The local Government system in Tanzania derives its mandate from the Constitution of the United Republic of Tanzania of 1977 under articles 145 and 146 and other subordinate laws. Like any other LGAs in Tanzania, Tanga City Council executes statutory powers, legislation and regulations given under the Local Governments (Urban Authorities) Act No. 8 of 1982 (Cap 288 R.E. 2002) and Local Governments Finances Act No. 9 of 1982 (Cap 290 R.E. 2002).

The Functions and Duties for an urban local government authority are given under Sections 53-55 of the Local Governments Act (Urban Authorities) Cap 288 R.E. 2002 (Act No. 8 of 1982) summarizes the City Council's mandate as:-

- a) To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction;
- b) To promote the social welfare and economic well-being of all persons within its area of jurisdiction;
- c) Subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction.

Also there are other statutory functions imposed on it by other laws.

The council has the duty of taking measures as in its opinion are necessary, desirable, conducive, or expedient for suppression of crime, the maintenance of peace and good order and the protection of public and private property lawfully acquired; for the control and improvement of agriculture, trade, commerce and industry; for furtherance and enhancement of the education, health, and social, cultural and recreational life of the people; for the relief of poverty and distress, and for the assistance and amelioration of life for young, the aged and disabled or infirm; and for the development, mobilization and application of productive forces to overcome poverty, disease and ignorance.

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

This strategic plan intends to assist Tanga City Council to have a rational decision making in choosing and allocating the Council's scarce resources to achieve its agreed objectives. It will provide a general framework for actions, a way to determine priorities and strive to put effort in addressing important issues as they have been prioritized by her stakeholders. The strategic plan priority areas of the city council established are as follows.

- i). To co-ordinate the powers and functions of the Urban Authority regarding infrastructure and land use planning.
- ii). To prepare a coherent City wide framework for the purpose of enhancing sustainable development
- iii). To promote Co-operation between the City Council and, or amongst Local Government Authorities within the City area.
- iv). To deal with all matters in which there is an interdependency among the Urban Authorities.
- v). To support and facilitate the overall functioning and performance of the Urban Authorities.
- vi). To provide peace and security and emergency services such as fire prevention and control, ambulance and police.
- vii). To perform such other functions as may be agreed upon between the City Council and other Urban Authorities
- viii). To perform major functions relating to protocol and ceremonies.

## **2.2 OVERVIEW OF THE CURRENT SITUATION**

This chapter presents the features of existing internal and external environment which have a bearing to the operations of Tanga city council. It starts with carrying out

reviews of the previous Strategic Plan and identified the areas which was not well performed.

In order to assess the existing situation, comprehensive information was collected to determine the internal and external environment under which the city council is operating. Tanga City Council conducted a self-situation analysis to the internal and external environment in order to understand its capabilities, community, and business environment. This was vital to understand the environmental factors that need to be taken into account during development and implementation of the Plan.

A Situation Analysis establishes critical issues, to be used later during the development of Mission, Vision and Objectives. As part of the situation analysis, we needed to:

- Understand the perceptions, experiences or expectations of stakeholders. This may be done through service delivery surveys, focus groups and stakeholder meetings;
- Understand the internal and external environment under which our council operates; and
- Understand and assess recent Council performance in terms of service delivery, in order to make improvements.<sup>6</sup>

Analysis of stakeholders is presented in the chapter to understand who are the key stakeholders, their expectations and their impact to the Council. This aimed at identification of various forces that may influence the Council's performance and choice of strategies. From the analysis critical and current issues were identified and address in the plan.

Although there are various approaches to undertaking a situation analysis, TangaCityCouncil adopted a combination of, with a goal to develop high quality Mission, Vision, Objectives, and Targets. The exercise started with some activities before holding of the planning workshops such as: Review of relevant information from different departments/units, carried a PerformanceReview of the previous Strategic Plan; conducted a Service Delivery Surveys to get stakeholders opinion of the services delivered; and Self Assessments or Benchmarking Exercises.

Due to insufficient capacity and resources, the council organised a stakeholders' workshop to review reports and brainstorming in a calm environment and focus groups. During the planning workshops, the following were conducted: Stakeholder Analysis; Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis; Problem Tree or Logic Model. This has been done since situation analysis may be undertaken internally with or without the assistance of external consultants.

### **2.2.1. Review of Relevant Council Information**

This step was carried as part of review of relevant existing information and identify lessons that are relevant to the development of the Strategic Plan of the Council. This helped to improve quality and reduce the amount of time and effort required. In this step it is important to carry a deep literature review of the documents and reports

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<sup>6</sup> Usually, in LGAs, assessments are made of use, access, coverage and satisfaction.

should lead to develop potential Mission, Vision, strategic Objectives, Strategies and Targets.

The following secondary sources of information might be consulted:

- a) Mandates and Statutes; which helps define the function of the council according to the law, which have chances to influence the council's Mission, Vision and Objectives.
- b) Government Policies; which include those related to sectors in Council's Mandate. They contain a discussion of problems and objectives, and may broadly define strategies that are relevant to the council.
- c) National Planning Frameworks and Sector Strategies; which have influences on council strategic objectives.
- d) Previous Strategic Plan; which was used to brainstorm ways to improve the current Mission, Vision, strategic Objectives and Targets;
- e) International Protocols and experiences; that is often useful to get informed on what others or international community is doing or aspires on similar issues.

### **2.2.2. Previous Set of Objectives**

To achieve its Mission, Tanga city council was implementing ten (10) strategic Objectives through its departments, Units and Sections. The Council will now review the previous strategic objectives for new strategic plan period. The previous strategic objectives were:-

- A. Improve services and reduce HIV/AIDS infections
- B. Enhance, sustain and effective implementation of the National Anti-corruption Strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase quantity and Quality of social services and infrastructure
- E. Enhance Good Governance and Administrative Services
- F. Improve Social Welfare, Gender and Community Empowerment
- G. Improve Emergency preparedness and Disaster Management
- H. Council to perform its mandated functions strengthened
- I. Council staff training programme enhanced
- J. Develop and maintain city-owned art and culture assets to the high standard

### **2.2.3. Performance Review of Previous Strategic Plan**

Performance review involves the going through of the implementation of the council's previous strategic plan through different programmes and projects in its departments and units. It also involves the analysis and influence on the Council's mechanism used in achieving its objectives on service delivery to communities. Implementation of the previous Strategic Plan 2015/16 – 2019/20 positive achievements as well as challenges were noted in some areas. The review identified the following key lessons:-

- Participation of stakeholders would promote achievements through joint efforts to mobilize adequate resources.

- A unitary approach is likely to promote even performance improvement due to common goals and sharing of knowledge and
- Establishment of appropriate review, monitoring and evaluation system would enable timely development of a succeeding plan.

The implementation of the previous Strategic Plan 2015/16 – 2019/20 positive achievements were noted in the following areas:-

### **2.2.3.1. HUMAN RESOURCE AND ADMINISTRATION DEPARTMENT**

Human Resources and Administration department is one among the 11 departments and 6 units forming the Management of the Council, The function of Human Resources management is to provide the employees with the capability to manage staff welfare, records keeping, promotion and advancement, benefits, compensation, etc. The function, in terms of the employers benefit, is to create a management system to achieve the objectives. For any organization to have an efficient ability to deliver services human resource management is a key.

#### **a) Duties of the Department**

The Administration and Human Resources department is designed to manage:

1. Recruitment and staff retention strategies: Refers to the ability of a Council to retain its staff in different cadres and locations
2. Salary and Wages Administrations: Process of paying council's staff in accordance with accepted policy, law and procedures
3. Records (*tax information, personnel files, etc.*): This is records and information management which is the professional practice of managing the records of a council throughout their life cycle, from the time they are created indefinitely.
4. Employee Benefits: Include various types of non-wage compensation provided to employees in addition to their normal wages or salaries.
5. Staff health care: The identification of recognition of a disease by a physician, advice and support the sick staff to get proper disease management.
6. Annual, sick, and personal leave: Excused (*and generally unpaid*) leave for unexpected (*such as accident or sickness*) or expected (*anniversaries, birthdays, marriage*) events important to individual staff.
7. Discipline: The practice of training people to obey rules or abide to Public Service code of ethics and conduct, when discharging their responsibilities as per Job descriptions using punishment to correct disobedience.
8. Compensation: Something, typically money, awarded to someone as a recompense for loss, injury, or suffering.
9. Interpretation of Public Service Laws, Rules, Regulations, Policies and other related tools that govern the management of Public Service;
10. Community Participation in Council endeavours through statutory meetings in Mtaa, Ward and LGA levels;

11. Good governance and accountability Practices prevail in all levels making decisions for betterment of all residents in the entire City.
12. Coordination on implementation of Capacity building and training to employees.
13. Coordination of statutory meetings at high level and lower level local government.
14. Solving and coordinating disputes and grievances.

## b) Staffing levels

The Administrative and Human Resource Department is charged direct to the office of City Director. The department is headed by CHRO assisted by 5 Human Resources Officers, and 2 Office Supervisors who are the head of the Registry and Records Management, at the Lower levels is assisted by Ward and Mtaa Executive Officers.

**Table 2.1:** Human Resource and Administrative Department Staffing Level

| S/N          | Designation                        | Establishment |            |                |
|--------------|------------------------------------|---------------|------------|----------------|
|              |                                    | Required      | Available  | Excess/Deficit |
| 1            | City Director                      | 1             | 1          | 0              |
| 2            | City Human Resource Officer        | 1             | 1          | 0              |
| 3            | Human Resource Officers            | 8             | 7          | 1              |
| 4            | Ward Executive Officers            | 27            | 23         | 4              |
| 5            | Mtaa Executive Officers            | 181           | 131        | 50             |
| 6            | Committee clerks                   | 2             | 2          | 0              |
| 7            | Support (TO, RMA, PS, Drivers etc) | 70            | 58         | 12             |
| <b>TOTAL</b> |                                    | <b>290</b>    | <b>223</b> | <b>67</b>      |

*Source: Administration and Human Resources Department (2020)*

## c) Council Establishment

TCC under Human resource Department ensures availability of offices, furniture and other working materials so as to fulfil their responsibilities. TCC has 11 departments, 6 units, 27 wards, 181 Mitaa and has a total of 3,207 employees.

**Table 2.2:** Number of Departments, Units and Employees

| No. | Department/Section          | Staff Specification | ACTUAL STRENGTH |        |       | Deficit / Excess |
|-----|-----------------------------|---------------------|-----------------|--------|-------|------------------|
|     |                             |                     | Physical        | Permit | Total |                  |
| 1   | Admin. & Human Resources    | 290                 | 215             | 8      | 223   | 67               |
| 2   | Finance & Trade             | 35                  | 33              | 0      | 33    | 2                |
| 3   | Planning & Coordination     | 6                   | 4               | 0      | 4     | 2                |
| 4   | Environment                 | 4                   | 4               | 0      | 4     | 0                |
| 5   | Health & Social Welfare     | 646                 | 465             | 28     | 493   | 153              |
| 6   | Livestock & Fisheries       | 44                  | 32              | 0      | 32    | 12               |
| 7   | Agriculture & Co-operatives | 36                  | 20              | 2      | 22    | 14               |
| 8   | Community Development       | 29                  | 19              | 5      | 24    | 5                |



| No. | Department/Section    | Staff Specification | ACTUAL STRENGTH |           |              | Deficit / Excess |
|-----|-----------------------|---------------------|-----------------|-----------|--------------|------------------|
|     |                       |                     | Physical        | Permit    | Total        |                  |
| 9   | Works (Civil)         | 23                  | 19              | 0         | 19           | 4                |
| 10  | Primary Education     | 1,420               | 1,244           | 18        | 1,262        | 158              |
| 11  | Secondary Education   | 1,038               | 988             | 22        | 1,010        | 28               |
| 12  | Supplies Unit         | 7                   | 6               | 0         | 6            | 1                |
| 13  | ICT & Public Relation | 15                  | 5               | 0         | 5            | 10               |
| 14  | Legal Services        | 77                  | 67              | 0         | 67           | 10               |
| 15  | Election              | 1                   | 0               | 0         | 0            | 1                |
| 16  | Internal Audit        | 5                   | 2               | 0         | 2            | 3                |
| 17  | Beekeeping Unit       | 2                   | 1               | 0         | 1            | 1                |
|     | <b>TOTAL</b>          | <b>3,678</b>        | <b>3,124</b>    | <b>83</b> | <b>3,207</b> | <b>471</b>       |

*Source: Administration and Human Resources Department (2020)*

### 2.2.3.3. FINANCE AND TRADE DEPARTMENT

Finance and Trade Department forms one of the 13 Tanga City Council departments and is made up with five sections namely; Finance and Trade Administration, Revenue, Expenditure, Final Accounts, as well as Trade and Market operations.

The Financial resource and management of TCC has the following major sources of funding namely the Council Own Sources; Government Subvention for Salaries, Other Charges for operations, development interventions and Development Partners (DPs) mainly for Developments; and Charity & Donations which are funds donated by communities and other stakeholders.

#### a) Main Duties of the Department

The core specific Duties for the department include the following:-

- 1). To advise the council on all Matters related to financing and Expenditures.
- 2). To supervise, collect and ensure all revenues of the council are safely kept.
- 3). To prepare annual budget of income and expenditures in collaboration with planning and other departments.
- 4). To maintain the sound accounting system and safekeeping of supporting records.
- 5). To prepare regular reports on progress of actual expenditure and income compared to budget and recommend for balancing levels of income and expenditures.
- 6). To prepare Councillor's financial reports and statements.
- 7). To support system of internal control in operation.
- 8). To prepare and present to the Finance Committee the financial statements for their approval and distribute to other departments.
- 9). To safeguard both Fixed Assets and non fixed assets of the council

## b) Staffing levels

The Tanga City Council Finance and trade department has 35 staff with different level of education and qualification in the two sections of Finance and Trade.

**Table 2.3: Finance and Trade Department Staffs**

| Sn           | Designation                | Establishment |           |                |
|--------------|----------------------------|---------------|-----------|----------------|
|              |                            | Required      | Available | Excess/Deficit |
| 1            | City Treasurer             | 1             | 1         | 0              |
| 2            | Principal & Accountants    | 2             | 2         | 0              |
| 3            | Principal Account Office   | 4             | 4         | 0              |
| 4            | Accounts Officers I-II     | 12            | 12        | 0              |
| 5            | Accounts Assistants I-II   | 7             | 5         | 2              |
| 6            | Principal Trade Officers I | 2             | 2         | 0              |
| 7            | Senior & Trade Officer II  | 6             | 6         | 0              |
| <b>TOTAL</b> |                            | <b>34</b>     | <b>32</b> | <b>2</b>       |

*Source: Human resource Department IKAMA, 2020/2021*

## c) Achievements

The Finance Department is responsible for finance management and record keeping. The TCC main revenues sources include the Government subventions; Own Sources and Development Partners as shown on Tables next pages below

**Table 2.4: Revenue Collection Trend from financial year 2017/2018 to 2019/2020**

| YEAR         | SOURCES     | BUDGET                   | RECEIPTS                 | %           |
|--------------|-------------|--------------------------|--------------------------|-------------|
| 2017/2018    | Own source  | 14,139,951,770.00        | 11,788,310,674.00        | 83.4        |
|              | Development | 3,373,805,000.00         | 1,111,192,463.00         | 32.9        |
|              | Recurrent   | 11,305,732,200.00        | 838,176,100.00           | 7.4         |
| <b>Total</b> |             | <b>28,819,488,970</b>    | <b>13,737,679,237</b>    | <b>47.7</b> |
| 2018/2019    | Own source  | 15,192,895,032.00        | 13,357,819,214.00        | 87.9        |
|              | Development | 3,252,637,000.00         | 797,159,461.00           | 24.5        |
|              | Recurrent   | 12,923,797,989.00        | 10,484,405,429.00        | 81.1        |
| <b>Total</b> |             | <b>31,369,330,021.00</b> | <b>24,639,384,104.00</b> | <b>78.5</b> |
| 2019/2020    | Own source  | 14,065,941,139.00        | 12,908,397,330.00        | 91.8        |
|              | Development | 1,952,354,411.00         | 1,269,510,492.00         | 65.0        |
|              | Recurrent   | 16,751,832,713.00        | 5,813,203,813.00         | 34.7        |
| <b>Total</b> |             | <b>32,770,128,263.00</b> | <b>19,991,111,635.00</b> | <b>61.0</b> |

*Source: Finance and Trade Department, 2020*

The Trade section under this department is responsible for development of business and Entrepreneurial and Industrial development through licensing, controlling and education. Also it supports in revenue collection.

### **Revenue Collection Performance**

Tanga City Council has forty five (45) own revenue sources as named in the table below. The revenue collection performance for a period of 2017/2018 – 2019/2020 is shown on table 2.3 shown below:

**TANGA CITY COUNCIL STRATEGIC PLAN 2021/2022 – 2025/2026**

Budgetary performance of TCC for the years 2017/2018 - 2019/2020 is as shown in the following table below:

**Table 2.5: Summary of Budgetary Performance for FY 2017/18 - 2019/20)**

| SOURCE                   | FY 2017/2018          |                       |             | FY 2018/2019          |                       |             | FY 2019/2020          |                       |             |
|--------------------------|-----------------------|-----------------------|-------------|-----------------------|-----------------------|-------------|-----------------------|-----------------------|-------------|
|                          | BUDGER                | RECEIPT               | %           | BUDGER                | RECEIPT               | %           | BUDGER                | RECEIPT               | %           |
| 1. Own Source            | 14,598,647,197        | 11,573,866,193        | 79.3        | 15,192,895,032        | 12,511,960,903        | 82.4        | 14,065,941,139        | 12,705,117,865        | 90.3        |
| 2. Reccurent Grants (OC) | 1,299,241,000         | 1,127,299,040         | 86.8        | 1,319,017,000         | 1,241,333,887         | 94.1        | 1,601,820,492         | 1,334,288,492         | 83.3        |
| 3. Reccurent Grants (PE) | 38,586,254,000        | 31,320,716,920        | 81.2        | 35,158,899,944        | 32,243,162,200        | 91.7        | 41,028,650,000        | 33,634,500,150        | 82.0        |
| 4. Development Grants    | 15,013,495,227        | 8,584,371,751         | 57.2        | 19,513,781,885        | 16,826,738,636        | 86.2        | 16,665,536,766        | 7,387,092,397         | 44.3        |
| <b>TOTAL</b>             | <b>69,497,637,424</b> | <b>52,606,253,904</b> | <b>75.7</b> | <b>71,184,593,861</b> | <b>62,823,195,626</b> | <b>88.3</b> | <b>73,361,948,397</b> | <b>55,060,998,904</b> | <b>75.1</b> |

*Source: Tanga City Council Financial Statement Schedules 2019/2020*

**Table 2.6: Own SourcesRevenue Collection (Budget estimates V/S Actual Performance for FY 2017/18 - 2019/20)**

| S/N | FY2017/2018                     |               |               |     | FY2018/2019   |               |     | FY2019/2020      |                  |     |
|-----|---------------------------------|---------------|---------------|-----|---------------|---------------|-----|------------------|------------------|-----|
|     | REVENUE SOURCE                  | BUDGET        | ACTUAL        | %   | BUDGET        | ACTUAL        | %   | BUDGET           | ACTUAL           | %   |
| 1   | House rent                      | 37,400,000    | 13,016,000    | 35  | 32,400,000    | 25,561,186    | 79  | 25,500,000.00    | 25,335,476.00    | 99  |
| 2   | Fines and penalts               | 55,200,000    | 24,270,013    | 44  | 28,000,000    | 29,520,500    | 105 | 40,800,000.00    | 17,919,521.00    | 44  |
| 3   | Intoxicating liquor license fee | 31,648,000    | 34,270,144    | 108 | 32,000,000    | 32,872,500    | 103 | 32,000,000.00    | 28,557,000.00    | 89  |
| 4   | Hotel Levy                      | 100,005,566   | 86,722,538    | 87  | 150,005,566   | 112,403,522   | 75  | 150,000,000.00   | 123,431,538.00   | 82  |
| 5   | Service Levy                    | 2,368,482,714 | 2,444,353,918 | 103 | 2,627,182,941 | 2,811,549,816 | 107 | 3,021,661,690.00 | 3,211,642,888.00 | 106 |
| 6   | Tender documents charges fee    | 20,640,000    | 8,940,302     | 43  | 20,640,000    | 13,887,000    | 67  | 12,680,000.00    | 8,112,000.00     | 64  |
| 7   | Market stalls/slabs dues        | 549,180,000   | 462,863,469   | 84  | 523,980,000   | 384,111,342   | 73  | 306,160,000.00   | 227,398,378.00   | 74  |
| 8   | Business license                | 762,000,000   | 623,651,500   | 82  | 782,000,000   | 625,549,547   | 80  | 782,000,000.00   | 612,686,520.00   | 78  |
| 9   | Mapato ya Vyoo, Majengo         | 0.00          | 0.00          | 0   | 0.00          | 0.00          | 0   | 219,320,000.00   | 160,796,335.00   | 73  |

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| S/N | FY2017/2018                           |               |               |     | FY2018/2019   |               |     | FY2019/2020      |                |     |
|-----|---------------------------------------|---------------|---------------|-----|---------------|---------------|-----|------------------|----------------|-----|
|     | REVENUE SOURCE                        | BUDGET        | ACTUAL        | %   | BUDGET        | ACTUAL        | %   | BUDGET           | ACTUAL         | %   |
| 10  | Tadeco Hotel na nyinginezo            | 186,360,000   | 156,283,106   | 84  | 206,360,000   | 131,412,601   | 64  | 0.00             | 0.00           | 0   |
| 11  | Ushuru wa magulio                     | 35,160,000    | 37,115,896    | 106 | 39,000,000    | 34,547,100    | 89  | 5,000,000.00     | 4,596,000.00   | 92  |
| 12  | USER FEE                              |               |               |     |               |               |     | 616,000,000.00   | 782,826,926.00 | 127 |
| 13  | National Health Insurance Fund (NHIF) | 1,480,238,000 | 1,569,657,002 | 106 | 1,560,000,000 | 3,170,252,731 | 203 | 1,652,000,000.00 | 467,008,490.00 | 28  |
| 14  | Community Health Fund (CHF)           | 359,733,990   | 220,661,750   | 61  | 200,000,000   | 424,500,000   | 212 | 70,500,000.00    | 3,878,647.00   | 6   |
| 15  | Revenue from medical shop             | 371,000,000   | 124,483,575   | 34  | 578,672,532   | 285,240,244   | 49  | 600,000,000.00   | 584,281,105.00 | 97  |
| 16  | Refuuse collection                    | 339,840,000   | 167,517,564   | 49  | 347,840,000   | 133,760,211   | 38  | 142,352,000.00   | 105,341,063.00 | 74  |
| 17  | Medical Examination                   |               |               |     |               |               |     | 5,000,000.00     | 10,772,844.00  | 215 |
| 18  | Health Permmitt                       |               |               |     |               |               |     | 30,000,000.00    | 15,831,723.00  | 53  |
| 19  | TFDA and Pharmancy Council            |               |               |     | 21,658,000    | 18,083,250    | 83  | 26,000,000.00    | 6,414,582.00   | 25  |
| 20  | Cesspit emptying service fee          | 23,040,000    | 4,360,000     | 19  | 23,040,000    | 12,513,136    | 54  | 23,040,000.00    | 10,450,000.00  | 45  |
| 21  | Examination fees (Secondary)          | 8,820,000     | 45,669,975    | 518 | 9,760,000     | 10,269,891    | 105 | 10,450,000.00    | 26,625,913.42  | 255 |
| 22  | Examination fee ( Primary)            | 186,650,000   | 416,566,826   | 223 | 231,750,000   | 348,646,969   | 150 | 673,900,480.00   | 520,400,202.81 | 77  |
| 23  | Entertainment fees and open space     | 119,632,500   | 56,395,940    | 47  | 80,000,000    | 60,936,777    | 76  | 80,000,000.00    | 102,157,505.00 | 128 |
| 24  | Secondary Fees                        | 124,880,000   | 467,310,147   | 374 | 124,880,000   | 264,624,492   | 212 | 417,315,489.00   | 305,593,070.00 | 73  |
| 25  | Announcement fees TATV                | 96,096,000    | 5,850,000     | 6   | 96,096,000    | 32,677,980    | 34  | 17,000,000.00    | 17,832,000.00  | 105 |
| 26  | Revenue from                          |               |               |     | 300,000,000   | 389,464,366   | 130 | 348,000,000.00   | 285,394,090.00 | 82  |

**TANGA CITY COUNCIL STRATEGIC PLAN 2021/2022 – 2025/2026**

| S/N | FY2017/2018                               |                       |                       |           | FY2018/2019           |                       |           | FY2019/2020              |                          |           |
|-----|---|-----------------------|-----------------------|-----------|-----------------------|-----------------------|-----------|--------------------------|--------------------------|-----------|
|     | REVENUE SOURCE                            | BUDGET                | ACTUAL                | %         | BUDGET                | ACTUAL                | %         | BUDGET                   | ACTUAL                   | %         |
|     | sales of Blocks                           |                       |                       |           |                       |                       |           |                          |                          |           |
| 27  | Fishing Vessel license fees               | 64,600,000            | 71,769,060            | 111       | 64,600,000            | 128,407,521           | 199       | 64,600,000.00            | 63,684,929.00            | 99        |
| 28  | Fish landing facility fees                | 49,830,000            | 56,942,988            | 114       | 49,830,000            | 74,226,059            | 149       | 149,830,000.00           | 170,724,782.00           | 114       |
| 29  | Abattoir slaught service fee              | 101,785,000           | 93,482,500            | 92        | 109,960,000           | 98,884,700            | 90        | 101,785,000.00           | 80,897,000.00            | 79        |
| 30  | Livestock market fee                      | 2,300,000             | 513,000               | 22        | 1,500,000             | 270,000               | 18        | 2,300,000.00             | 25,335,476.00            | 77        |
| 31  | Other produces cess                       | 7,000,000             | 3,885,594             | 56        | 5,500,000             | 537,500               | 10        | 5,400,000.00             | 17,919,521.00            | 33        |
| 32  | Usajili wa Vikundi                        |                       |                       |           |                       |                       |           | 6,500,000.00             | 7,131,000.00             | 110       |
| 33  | Entertainment fees                        | 38,710,000            | 2,650,000             | 7         | 12,960,000            | 11,040,000            | 85        | 6,550,000.00             | 485,000.00               | 7         |
| 34  | Marejesho Mikopo                          | 370,000,000           | 60,380,510            | 16        | 400,000,000           | 188,440,000           | 47        |                          |                          |           |
| 35  | Crossing road fees                        | 8,900,000             | 7,805,000             | 88        | 10,500,000            | 1,020,000             | 10        |                          |                          |           |
| 36  | Tax licesnse fees                         | 10,800,000            | 8,734,427             | 81        | 10,800,000            | 2,775,000             | 26        | 10,800,000.00            | 6,986,988.00             | 65        |
| 37  | Building Permit                           | 112,060,000           | 70,426,760            | 63        | 120,000,000           | 90,573,511            | 75        | 120,000,000.00           | 132,772,800.00           | 111       |
| 38  | Motor vehicle license fees                | 102,960,000           | 87,755,000            | 85        | 118,000,000           | 61,916,000            | 52        | 118,000,000.00           | 56,909,400.00            | 48        |
| 39  | Bus Stand fees                            | 251,280,000           | 232,587,500           | 93        | 331,280,000           | 213,924,700           | 65        | 231,280,000.00           | 201,134,111.00           | 87        |
| 40  | Parking fees                              | 120,060,000           | 99,852,499            | 83        | 166,300,000           | 51,768,900            | 31        | 15,200,000.00            | 5,405,000.00             | 36        |
| 41  | Ukodishaji Mitambo                        | 21,500,000            | -                     | 0         |                       |                       |           |                          |                          |           |
| 42  | Ada ya mizani                             | 34,560,000            | 12,455,000            | 36        | 21,600,000            | 15,180,000            | 70        | 21,600,000.00            | 9,720,000.00             | 45        |
| 43  | Charcol produces cess                     | 57,305,000            | 5,866,336             | 10        | 28,800,000            | 16,411,842            | 57        | 28,800,000.00            | 44,985,145.00            | 156       |
| 44  | Land survey                               | 5,500,000,000         | 3,985,056,134         | 72        | 5,689,999,993         | 2,798,116,065         | 49        | 2,400,000,000.00         | 2,375,001,469.00         | 99        |
| 45  | Building materials extraction license fee | 30,295,000            | 18,188,700            | 60        | 36,000,000            | 251,942,255           | 700       | 1,476,616,480.00         | 2,083,733,147.00         | 141       |
|     | <b>Total</b>                              | <b>14,139,951,770</b> | <b>11,788,310,674</b> | <b>83</b> | <b>15,192,895,032</b> | <b>13,357,819,214</b> | <b>88</b> | <b>14,065,914,139.00</b> | <b>12,908,397,330.23</b> | <b>92</b> |

*Source: Tanga City Council Financial Statement Schedules 2019/2020*

**Table 2.7: Central Government Recurrent and Development Grants**

| Revenue Source    | Financial Year 2017/2018 |                          |             | Financial Year 2018/2019 |                          |             | Financial Year 2019/2020 |                          |           |
|-------------------|--------------------------|--------------------------|-------------|--------------------------|--------------------------|-------------|--------------------------|--------------------------|-----------|
|                   | BUDGET                   | RECEIPTS                 | %           | BUDGET                   | RECEIPTS                 | %           | BUDGET                   | RECEIPTS                 | %         |
| Personal Emolment | 38,586,254,000.00        | 31,124,848,600.00        | 80.6        | 34,789,367,000.00        | 32,231,334,000.00        | 92.6        | 41,028,650,000.00        | 33,560,513,950.00        | 82        |
| Other Charges     | 3,373,805,000.00         | 1,111,192,463.00         | 32.9        | 3,252,637,000            | 797,159,460.84           | 24.5        | 1,952,354,411.00         | 1,269,510,492.00         | 65        |
| Development       | 13,188,732,200.00        | 1,654,931,180.03         | 12.5        | 12,923,797,988.50        | 10,484,405,428.68        | 81.1        | 16,751,832,713.00        | 5,813,203,813.43         | 35        |
| <b>TOTAL</b>      | <b>55,148,791,200.00</b> | <b>33,890,972,243.03</b> | <b>61.4</b> | <b>50,965,801,988.50</b> | <b>43,512,898,889.52</b> | <b>85.4</b> | <b>59,732,837,124.00</b> | <b>40,643,228,255.43</b> | <b>68</b> |

*Source: Tanga City Council Financial Statement Schedules 2019/2020*

TCC depends on central government to fund its development and recurrent expenditure, 38.8% of development expenditure and 99% of personnel emolument, is contributed by Tanzanian Central Government.

**Table 2.8: Development Partners Grant**

| Revenue Source                          | financial Year 2017/2018 |                         |             | financial Year 2018/2019 |                          |             | financial Year 2019/2020 |                         |             |
|---|--------------------------|-------------------------|-------------|--------------------------|--------------------------|-------------|--------------------------|-------------------------|-------------|
|   | BUDGET                   | RECEIPTS                | %           | BUDGET                   | RECEIPTS                 | %           | BUDGET                   | RECEIPTS                | %           |
| Development Grants (LGCDG & CBG)        | 1,480,980,000.00         | -                       | 0           | -                        | -                        |             |                          |                         |             |
| Constitute Fund (CDCF)                  | 56,603,000.00            | 56,603,000              | 100         | 56,581,000.00            | 54,581,000.00            | 96.4        | 486,554,000.00           | 964,144,400.00          | 198         |
| Tanzania Strategic City Project ( TSCP) | 4,134,234,700.00         | 4,134,234,700           | 100         | 8,767,637,000.00         | 7,268,093,512.03         | 82.9        | 8,023,309,713.00         | -                       | 0           |
| SEDP                                    | <b>373,532,000.00</b>    | 373,532,000             | 100         |                          |                          |             |                          |                         |             |
| Road Funds                              | 4,220,418,500.00         | 4,220,418,500           | 100         |                          |                          |             |                          |                         |             |
| NWSSP                                   | 262,150,000              | 262,150,000             | 100         | 2,300,26,000             | 209,204,000              | 90.9        |                          |                         |             |
| Global Funds                            | 627,814,000              | 627,814,000             | 100         | 486,553,988.5            | 539,878,100              | 110.9       | 56,603,000               | 56,581,000              | 100         |
| PEDEP                                   | 150,000,000              | 150,000,000             | 100         |                          |                          |             |                          |                         |             |
| UKETA (Finland)                         | 137,000,000              | 0                       | 0           | 137,000,000              |                          | -           | 137,000,000              | 0                       | 0           |
| TASAF                                   | 1,746,000,000            | 816,755,080             | 46.7        | 1,746,000,000            | 912,648,816.7            | 52.2        | 1,746,000,000            | 280,408,670             | 16.1        |
| Construction of City Hospital           |                          |                         |             | 1,500,000,000            | 1,500,000,000            | 100.0       | 1,500,000,000            | 300,000,000             | 20          |
| Free Education Primary                  |                          |                         |             |                          |                          |             | 813,246,000              | 1,344,324,185           | 165         |
| Free Education Secondary                |                          |                         |             |                          |                          |             | 1,989,120,000            | 1,151,661,326           | 57.9        |
| Strategic Revenue Generating Project    |                          |                         |             |                          |                          |             | 2,000,000,000            | 1,7914,3313.2           | 89.6        |
| <b>TOTAL</b>                            | <b>13,188,732,200</b>    | <b>10,641,507,280.0</b> | <b>80.6</b> | <b>12,923,797,988.5</b>  | <b>10,484,405,428.68</b> | <b>81.1</b> | <b>16,751,832,713.00</b> | <b>5,888,552,713.43</b> | <b>35.2</b> |

*Source: Financial Statement Schedules, 2019.*



**d) Revenue potentials****Table 2.9: Current Own Source Revenues Performance and Potential Revenue Sources**

| S/N | OWN SOURCES                                   | EXISTING (CURRENT) SOURCES |                    |     | Potential Sources<br>(Projections TZS) |
|-----|---|----------------------------|--------------------|-----|--|
|     |   | Budget 2019/20             | Receipts Mar. 2020 | %   |  |
| 1   | House Rent                                    | 25,500,000                 | 25,335,476         | 99  |  |
| 2   | Fines and Penalties                           | 40,800,000                 | 17,919,521         | 44  |  |
| 3   | Liquor License                                | 32,000,000                 | 28,557,000         | 89  |  |
| 4   | Hotel Levy                                    | 150,000,000                | 123,431,538        | 82  | 5,000,000.0                            |
| 5   | Service Levy                                  | 3,021,661,690              | 3,211,642,888      | 106 | 250,000,000.0                          |
| 6   | Tender fee                                    | 12,680,000                 | 8,112,000          | 64  |  |
| 7   | Market Slabs                                  | 306,160,000                | 227,398,378        | 74  |  |
| 8   | Business License                              | 782,000,000                | 612,686,520        | 78  | 50,900,000.0                           |
| 9   | Toilets fee and House rent-TADECO             | 219,320,000                | 160,796,335        | 73  |  |
| 10  | Magulio                                       | 5,000,000                  | 4,596,000          | 92  | 1,500,000.0                            |
| 11  | Health Insurance (NHIF)                       | 1,652,000,000              | 467,008,490        | 28  |  |
| 12  | Health facility user charges and Pharmacy fee | 616,000,000                | 782,826,926        | 127 | 252,000,000.0                          |
| 13  | CHF/TIKA                                      | 70,500,000                 | 3,878,647          | 6   |  |
| 14  | TMDA, TBS And Pharmacy Council                | 26,000,000                 | 6,714,582          | 26  |  |
| 15  | Medical Examination                           | 5,000,000                  | 10,772,844         | 215 | 9,000,000.0                            |
| 16  | Health Permit                                 | 30,000,000                 | 15,831,723         | 53  |  |
| 17  | Drug Revolving Store                          | 600,000,000                | 584,281,105        | 97  | 120,000,000.0                          |
| 18  | Refuse Collections                            | 142,352,000                | 105,341,063        | 74  |  |
| 19  | Cesspit                                       | 23,040,000                 | 10,450,000         | 45  |  |
| 20  | Examination fees                              | 10,450,000                 | 26,625,913         | 255 | 22,000,000.0                           |
| 21  | English Medium School fee                     | 673,900,480                | 520,400,203        | 77  |  |
| 22  | Entertainment fees and open space             | 80,000,000                 | 102,157,505        | 128 | 68,000,000.0                           |
| 23  | School fees                                   | 417,315,489                | 305,593,070        | 73  |  |
| 24  | Advertisement fee-TaTV                        | 17,000,000                 | 17,832,000         | 105 | 5,000,000.0                            |
| 25  | Bus stand fees                                | 231,280,000                | 201,134,111        | 87  | 25,000,000.0                           |
| 26  | Revenue from sales Block Machine              | 348,000,000                | 285,394,090        | 82  | 24,000,000.0                           |
| 27  | Fishing fee                                   | 149,830,000                | 170,724,782        | 114 | 25,000,000.0                           |
| 28  | Fishing License fee                           | 64,600,000                 | 63,684,929         | 99  | 12,000,000.0                           |
| 29  | Livestock Permits                             | 2,300,000                  | 1,770,000          | 77  |  |
| 30  | Abattoir                                      | 101,785,000                | 80,897,000         | 79  | 4,000,000.0                            |
| 31  | Other Produce cess                            | 5,400,000                  | 1,772,742          | 33  |  |
| 32  | Hiring of Community Centres                   | 6,550,000                  | 485,000            | 7   |  |

| S/N                | OWN SOURCES                    | EXISTING (CURRENT) SOURCES |                       |           | Potential Sources<br>(Projections TZS) |
|--------------------|--------------------------------|----------------------------|-----------------------|-----------|--|
|                    |                                | Budget 2019/20             | Receipts Mar. 2020    | %         |  |
| 33                 | Groups registration fee        | 6,500,000                  | 7,131,000             | 110       |  |
| 34                 | Tax License fee                | 10,800,000                 | 6,986,988             | 65        |  |
| 35                 | Building Permit fee            | 120,000,000                | 132,772,800           | 111       | 42,000,000.0                           |
| 36                 | Daladala fee                   | 118,000,000                | 56,909,400            | 48        |  |
| 37                 | Parking fee                    | 15,200,000                 | 5,405,000             | 36        |  |
| 38                 | Weighing Bridge fee            | 21,600,000                 | 9,720,000             | 45        |  |
| 39                 | Mineral Extraction fee         | 1,476,616,480              | 2,083,733,147         | 141       | 510,000,000.0                          |
| 40                 | Charcol and Forest Product fee | 28,800,000                 | 44,985,145            | 156       | 25,000,000.0                           |
| 41                 | Sale of Plots (Premium)        | 2,400,000,000              | 2,375,001,469         | 99        | 1,000,000,000.0                        |
| <b>Grand Total</b> |                                | <b>14,065,941,139</b>      | <b>12,908,697,330</b> | <b>92</b> | 2,450,400,000.0                        |

*Source: Financial Statement Schedules, 2019*

### 2.2.3.3. ECONOMIC PLANNING, STATISTICS AND MONITORING DEPARTMENT

Planning, Statistics and Monitoring Department forms one of the 18 Tanga City Council Departments and Sections. The department is headed by City Economist (CECON).

This department is made up with three sections which are Planning section, Monitoring and Evaluation section and Statistics sections.

#### a) Main Duties of the Department

The core specific Duties for the department include the following:-

- Monitoring and Evaluation of the development projects.
- Interpretation of National planning frameworks like Ruling Party election Manifesto, FYDP II-III, Government policies etc, into implementable Plans and Budgets.
- Data management (Collecting, storage, analysing and dissemination of data) for the department and other stakeholders for use.
- Preparation of plans and budget;
- Preparation and Compiling of Developments Reports (CDR),
- Preparing Socio- economic profile
- Preparation of Action Plan and Cash flow for development budget for The government and stakeholders disburse funds timely and easier monitoring.
- Project write ups
- To identify/formulate new revenue sources of the Council.

#### b) Staffing levels

Department is headed by City Economist (CECON) and has 3 Staffs as shown in table below:-

**Table 2.10: The Planning, Statistics, Monitoring & Evaluation Staffing level**

| SN           | DESIGNATION       | ESTABLISHMENT |           |                |
|--------------|-------------------|---------------|-----------|----------------|
|              |                   | Required      | Available | Excess/Deficit |
| 1            | City Economist    | 1             | 0         | 1              |
| 2            | Economists I & II | 3             | 2         | 1              |
| 3            | Statistician I    | 2             | 1         | 1              |
| <b>TOTAL</b> |                   | <b>6</b>      | <b>3</b>  | <b>3</b>       |

*Source: Economic, statistics and monitoring department records 2019*

#### **2.2.3.4. HEALTH AND SOCIAL WELFARE DEPARTMENT**

The health service at the City level has been devolved to local authorities to increase their mandate in health service provision. Under the devolved arrangement the health units, including the City Hospital, provide services under the supervision of the Council Health Service Boards and Health Facility Committees. Voluntary Agencies, Faith Based Organisations, Private Sector and Parastatal Organisations do provide services through contractual arrangements with the City council.

A decentralised and participatory approach to planning and service delivery is implemented within the decentralised administrative and political framework championed by the PO-RALG. Comprehensive Council Health Plan (CCHP) prepared by the Council Health Management Team creates the basis for decentralised management and the council basket funding mechanism.

##### **a) Main Duties of the Department**

The main duties of Health and social welfare department are Prevention, Curative and Rehabilitation Preventive, in the areas of:-

- Ensure quality and accessible health services.
- Monitor and evaluation of health service delivery performance.
- Ensure availability of medicine and medical equipment;
- Prevent of diseases through health education and immunization.
- Control of communicable disease and treatment of common condition;
- Promote access to social welfare support services.
- Facilitate council health board and health facility governing committees;
- Monitor all health facilities performance in the Council.
- Prepare of health implementation, intervention.

The health department operate its main duties through three sections namely Preventive Services which can further categorised into Environmental Health, HIV/AIDS,

Reproductive Child Health and Immunization; Curative Services which are further categorised into Pharmacy, Neglected Tropical Diseases (NTD), and Laboratory services. Curative services are also responsible to maintain the referral system in the health sector; and Social Welfare (Rehabilitation Preventive).

#### **b) Health & Social Welfare Department's Staff**

This City's Health and Social Welfare Department has a total of 562(74.63) health care staff from different cadres of health discipline composing medical and non - medical. The required number of staff is 753; thus the deficit is 191 (25.37%). In 2020/2021, the council is planned to recruit 97 staff where will be placed in different health facilities. The distribution of health care workers are categorized into Medical Doctor 8, Assistant Medical Officer 15, Health Secretary 3, Pharmacist 2, Laboratory Scientist 2, Nursing Officer 5, Health Officer 4, Assistant Health Officer 26, Nurses 128, Assistant Nursing Officer 46, Assistant Laboratory Technologist 32, Clinical Officer 85, Dental Surgeon 2, Assistant Dental Officer 3, Dental Therapist 8 and Medical Attendant 137.

#### **c) Implementation and performance status**

A summary of activities implementation for previous council health plan (CCHP) 2019/2020 for every Cost Centre is given in the table below:

**Table 2.11: Status of Previous Year (2019/20) Plan Implementation per Cost Centre**

| COST CENTRE            | NUMBER OF ANNUAL ACTIVITIES |             |                       |                       |                          |                 |
|------------------------|-----------------------------|-------------|-----------------------|-----------------------|--------------------------|-----------------|
|                        | Approved                    | Implemented | Fully Implemented (%) | Implemented Partially | Implemented Outside CCHP | Not Implemented |
| CHMT                   | 217                         | 195         | 89.9                  | 6.9                   | 0                        | 3.2             |
| Council Hospital       | 8                           | 4           | 50                    | 2                     | 25                       | 25              |
| Voluntary Agency Hosp. | 0                           | 0           | 0                     | 0                     | 0                        | 0               |
| Health Centres         | 612                         | 512         | 83.7                  | 8.7                   | 30                       | 25              |
| Dispensaries           | 1769                        | 400         | 22.6                  | 15.7                  | 40.9                     | 0               |
| <b>TOTAL</b>           | <b>2606</b>                 | <b>1111</b> | <b>61.6</b>           | <b>8.3</b>            | <b>32.0</b>              | <b>17.7</b>     |

**Source:** City Medical Officer of Health, Tanga 2019/2020

Planned results (objectives) which were achieved within this period are as follows,

- Increased number of OPD Attendances (Personal Attending) from 84.87% to 87%.
- Decreased Maternal Mortality Rate From 450/100,000 to 398/100,000 in 2016
- Increased number of garbage collection vehicles from 3 to 4 vehicles.
- Increased garbage collection from 45 tons per day to 75 tons per day.
- HIV/AIDS Prevalence's among blood donors reduced from 1.3% in 2016 to 0% in the year 2020/2021
- Reduced Cholera cases from 26 to 0 in the year 2021

**d) Challenges**

- Shortage of medicine, medical equipments and Hospitals supplies
- Delay in release of funds
- Low enrollment of community to iCHF

**2.2.3.5. PRIMARY EDUCATION DEPARTMENT**

The Primary Education department is among 11 departments and 6 units forming the TCC Management team.

**a) Main Duties of the Department.**

The Primary Education Department has the following main duties:-

- To explain and supervise the implementation of education and Training policy, rules and regulations of adult education and vocational skills
- To supervise, monitor and control school expenditure of funds disbursed by the government in accordance with law and regulations.
- To supervise the expansion of pre- primary education, primary education, Adult education and vocational training centres
- To make follow up and give evaluation of education development at City level
- To prepare and supervise the implementation of annual educational Programmes.
- To ensure that all schools improve the teaching and learning environment.
- To control discipline of teachers and students at City level.
- To coordinate supervision of national examinations for standards four, seven and vocational training centres (*delegated by NECTA*)
- To monitor implementation of school inspection report accordingly.
- To collect, sort out education data and manipulate them in the educational development planning at school, ward, City, Regional and National levels.
- To be a secretary of City education committee in accordance with section 2 of education act No. 25 of 1978 and its amendment of 1995.
- To attend other duties of the council as directed by City Director

**b) Staffing Levels**

**Table 2.12: Primary Education Staff as at 2019/2020**

| POSITION  | REQUIRED    | AVAILABLE   | EXCESS/ DEFICIT |
|---|-------------|-------------|-----------------|
| City Education Officer                            | 1           | 1           | 0               |
| City Academic Officer                             | 3           | 3           | 0               |
| Statistics And Logistics Officer                  | 2           | 2           | 0               |
| Special Needs Education Officer                   | 1           | 1           | 0               |
| Adult Education Officer                           | 1           | 1           | 0               |
| Domestic Education Officer                        | 1           | 1           | 0               |
| Audio Visual Education Officer                    | 1           | 1           | 0               |
| Special Needs Education Officer                   | 1           | 1           | 0               |
| Cultural and Game sport and Art Education Officer | 3           | 3           | 0               |
| <b>Total Council level</b>                        | <b>14</b>   | <b>14</b>   | <b>0</b>        |
| Ward Education Officers                           | 27          | 25          | 2               |
| Primary School Teachers                           | 1584        | 1317        | 267             |
| <b>Total Wards and Schools</b>                    | <b>1611</b> | <b>1342</b> | <b>269</b>      |
| <b>GRANDTOTAL</b>                                 | <b>1625</b> | <b>1356</b> | <b>269</b>      |

*Source: Tanga City Council Primary Education Reports 2020*

**Table 2.13: Education Staff Academic Levels**

| EDUCATION LEVEL       | MALE       | FEMALE     | TOTAL       |
|-----------------------|------------|------------|-------------|
| Masters               | 3          | 4          | 7           |
| PGDE                  | 10         | 9          | 19          |
| Degree Level          | 81         | 143        | 224         |
| Diploma Level         | 80         | 209        | 289         |
| Certificate/Grade III | 176        | 602        | 778         |
| <b>TOTAL</b>          | <b>350</b> | <b>967</b> | <b>1317</b> |

*Source: Tanga City Council Primary Education Reports 2020*

### c) Achievements

#### i). Schools in Tanga City:

Tanga City Council has a total number of 108 primary schools of which 80 are government Primary schools and 28 of them are private schools. In Pre - primary the total number of pupils is 8411, Government schools is 6446 of which 3315 are boys and 3131 are girls. In Private schools the total number of pupils 1965 of which 1031 are boys and 934 are girls.

Enrolment in standard one is 9385 of which 3840 are boys and 3897 are girls in Government schools and private schools is 827 are boys and 821 are Girls

The total number of pupils in public Primary schools is 59608 of which 29383 are boys and 30225 are girls. In private primary schools, the total number of pupils is 9022 while 4473 are boys and 4549 are girls.

## ii). Out of School Children and Youth

In Tanga City **277** out of school children have been recruited in Complementary Basic Education in Tanzania (**COBET**) classes. Out of them, **174** are boys and **103** are girls. The pupils are being taught by **10** paraprofessional teachers and they are assisted by professional (primary school) teachers in all **10COBET** centers which are located in **9** wards within the city.

## iii). Special Education

According to Education Policy of Tanzania for Children with special needs disabled children are also given priority in the City. The City has five centres for pupils with disabilities and eight schools which are conducting inclusive education those are Sahare, Magaoni, Kisosora, Mafuriko, Mbuyuni, Mabawa, Kigandini and Kange. One Centre is for blind and children with albinism at Pongwe Primary school and three centres for intellectual impairment children at Majani Mapana, Usagara, Mwakidila and Chuda primary school. At Chuda there is also for deaf children.

## iv). Infrastructure and Teaching Facilities

The Council has been striving to increase primary school enrolment as per government Policy and directives, but challenges of inadequate infrastructure to accommodate them remain a mystery. In the recent year the council in collaboration with the central government, community and other stakeholders has put emphasis on improvement of learning and teaching infrastructure so as to increase pupils' performance.

**Table 2.14: Primary School Infrastructure and Furniture**

| TYPE              | REQUIRED | AVAILABLE | DEFICIT |
|-------------------|----------|-----------|---------|
| 1. Classroom      | 1584     | 691       | 893     |
| 2. Teacher Houses | 1317     | 92        | 1225    |
| 3. Latrines       | 2887     | 894       | 1993    |
| 4. Offices        | 359      | 118       | 241     |
| 5. Stores         | 243      | 58        | 185     |
| 6. Desks          | 19962    | 17965     | 1997    |
| 7. Tables         | 2252     | 975       | 1277    |
| 8. Chairs         | 2465     | 1198      | 1267    |
| 9. Cup boards     | 1286     | 277       | 1009    |
| 10. Shelves       | 835      | 81        | 754     |

*Source: Tanga City Council Primary Education Reports 2020*



**v). Primary Schools' Performance - Academic Achievements (PSLE & STD IV)**

The academic achievements of PSLE and STD IV examinations are shown below:

**Table 2.15: PSLE Results and Selected to join form One 2017 - 2019**

| Year | No of Candidates Registered For The PSLE |       |       | No. Of Candidates Who Sat For The Exam |       |       | No. Of Candidates Passed |       |       |      | No. Of Candidates Selected For Form One |       |       |
|------|--|-------|-------|--|-------|-------|--------------------------|-------|-------|------|---|-------|-------|
|      | Boys                                     | Girls | Total | Boys                                   | Girls | Total | Boys                     | Girls | Total | %    | Boys                                    | Girls | Total |
| 2017 | 3422                                     | 3691  | 7113  | 3415                                   | 3682  | 7097  | 2811                     | 2919  | 5730  | 80.7 | 2811                                    | 2919  | 5730  |
| 2018 | 3554                                     | 3672  | 7226  | 3541                                   | 3660  | 7201  | 3007                     | 3015  | 6022  | 83.6 | 3007                                    | 3015  | 6022  |
| 2019 | 3525                                     | 3876  | 7401  | 3514                                   | 3863  | 7377  | 3139                     | 3433  | 6572  | 89.1 | 3139                                    | 3433  | 6572  |

*Source: Tanga City Council Primary Education department, 2019*

**Table 2.16: STD IV Examination Results**

| Year | No Of Candidates Who Registered For The Examin |       |       | No. Of Candidates Who Sat For The Exam |       |       | No. Of Candidates Passed |       |       |    |
|------|--|-------|-------|--|-------|-------|--------------------------|-------|-------|----|
|      | Boys   | Girls | Total | Boys                                   | Girls | Total | Boys                     | Girls | Total | %  |
| 2017 | 4009   | 4064  | 8073  | 3950                                   | 4029  | 7979  | 3823                     | 3967  | 7790  | 97 |
| 2018 | 4303   | 3943  | 8246  | 4217                                   | 3892  | 8109  | 4047                     | 3828  | 7875  | 97 |
| 2019 | 4935   | 4545  | 9480  | 4841                                   | 4479  | 9320  | 4602                     | 4382  | 8984  | 96 |

*Source: Tanga City Council Primary Education Department, 2019*

**vi). Primary School drop Out.**

According to education records was as shown below

**Table 2.17: Truancy and Drop Out of Students Trend 2017-2019**

| YEAR | BOYS | GIRS | TOTAL |
|------|------|------|-------|
| 2017 | 75   | 51   | 126   |
| 2018 | 49   | 47   | 96    |
| 2019 | 28   | 36   | 64    |

*Source: Tanga City Council Primary Education Department, 2020*

### 2.2.3.6. SECONDARY EDUCATION DEPARTMENT

The Secondary Education department is among 11 departments and units forming the TCC Management team. Tanga City Council has a total number of 44 registered secondary schools of which 26 are Government and 18 Private own schools. Among 44 secondary schools, 12 schools containing A - level students of which 04 – are Government while 08 are Private own schools. All schools have been registered as Examination Centers.

In secondary education, the number of students is 26,202, public schools is 21,664 whom 11,718 are boys and 9,946 are girls. In Private schools there are 4,538 students of whom 1,971 are boys and 2,567 are girls. Among 21,664 students; 19,990 (10,063 boys, 9,927 girls) are O - level while 1,674 are A - level students (1,655 boys, 19 girls) and among 4,538 Private students; 3432 (1,659 boys, 1,773 girls) are O - level students while 1,106 (312 boys, 794 girls) are A - level students.

#### a) Main Duties of the Department

The Secondary Education Department has the following main duties:-

1. Represent the Ministry of education and Vocational Training in the city.
2. Management of education policy, laws and regulations on behalf of Commissioner for Education
3. Regulate Secondary education activities including monitoring and control of school financial management in accordance with law and regulations.
4. Advise the City Director and the Council on education policy management.
5. Supervise development of secondary education and welfare of teachers in the city.
6. Coordinate supervision of National Education Examinations as delegated by NECTA
7. Regulate and facilitate transfer of teachers and students in and outside the council.
8. Supervise the process of teaching and learning at school level
9. Facilitate the in and outside the council.
10. Make follow up and supervision expenditure to achieve planned goal.
11. To make follow up and give evaluation of education development at City level
12. To collect, sort out Education data and manipulate them in the educational development planning at school, ward, City, Regional and National levels.
13. To be a secretary of City education committee in accordance with section 2 of education act No. 25 of 1978 and its amendment of 1995.
14. To attend other duties of the council as directed by City Director

#### b) Staffing Levels

**Table 2.18: Department Staff (Council Headquarters)**

| POSITION                         | Required   | Available  | Excess/ Deficit |
|----------------------------------|------------|------------|-----------------|
| City Secondary Education Officer | 1          | 1          | 0               |
| City secondary Academic Officer  | 3          | 3          | 0               |
| Statistics And Logistics Officer | 2          | 2          | 0               |
| <b>Total Council level</b>       | <b>6</b>   | <b>6</b>   | <b>0</b>        |
| Secondary School Teachers        | 920        | 901        | -19             |
| <b>Total Secondary Schools</b>   | <b>920</b> | <b>901</b> | <b>-19</b>      |
| <b>GRAND TOTAL</b>               | <b>926</b> | <b>907</b> | <b>-19</b>      |

*Source: Secondary Education Reports 2020*

**Table 2.19: Secondary Schools Teachers by Qualifications**

| Education Level | Science and Mathematics Teachers |           |            | Arts Teachers |            |            |
|-----------------|----------------------------------|-----------|------------|---------------|------------|------------|
|                 | Male                             | Female    | Total      | Male          | Female     | Total      |
| Masters         | 5                                | 8         | 13         | 23            | 12         | 35         |
| PGDE            | 4                                | 1         | 5          | 3             | 3          | 6          |
| Degree Level    | 116                              | 37        | 153        | 253           | 229        | 482        |
| Diploma Level   | 55                               | 29        | 84         | 63            | 60         | 123        |
| <b>TOTAL</b>    | <b>180</b>                       | <b>75</b> | <b>255</b> | <b>342</b>    | <b>304</b> | <b>646</b> |

*Source: Secondary Education Reports 2020*

**Table 2.20: Secondary Schools Teachers by Subjects**

| Education Level | Science And Mathematics Teachers |           |                | Arts Teachers |           |                |
|-----------------|----------------------------------|-----------|----------------|---------------|-----------|----------------|
|                 | Required                         | Available | Excess/Deficit | Required      | Available | Excess/Deficit |
| Total           | 406                              | 254       | 152            | 514           | 647       | 133            |

*Source: Secondary Education Reports 2020*

### c) Infrastructure and Teaching Facilities

The Council is striving to increase secondary school enrolment as per government Policy and directives, but challenges of inadequate infrastructure to accommodate them remain a mystery. In the recent year the council in collaboration with the central government, community and other stakeholders has put emphasis on improvement of learning and teaching infrastructure so as to increase students' performance.

**Table 2.21: Infrastructure and Furniture**

| TYPE                     | REQUIRED | AVAILABLE | DEFICIT |
|--------------------------|----------|-----------|---------|
| 1. Classroom             | 549      | 439       | 110     |
| 2. Students Latrines     | 958      | 457       | 501     |
| 3. Teachers Latrines     | 104      | 89        | 15      |
| 4. Laboratory            | 78       | 32        | 46      |
| 5. Library               | 26       | 8         | 18      |
| 6. Tables                | 21,664   | 17,897    | 3,767   |
| 7. Chairs                | 21,664   | 17,672    | 3,992   |
| 8. Administration blocks | 26       | 20        | 6       |
| 9. Teacher Houses        |          | 99        |         |
| 10. Teachers table       | 901      | 709       | 192     |
| 11. Teachers chairs      | 901      | 721       | 180     |

*Source: Secondary Education Reports 2020*

### **Special Education:**

According to Education Policy of Tanzania for Children with special needs disabled children are also given Priority in the City. The City has one school which conduct inclusive education

which is Tanga Technical School. Those students with deaf disability, albinism, low vision and physical impairment are at Tanga Technical School

### **School drop out**

According to Education records, school dropout was as shown below

**Table 2.22:** Truancy and Drop Out of Students Trend 2017-2019

| <b>YEAR</b> | <b>BOYS</b> | <b>GIRS</b> | <b>TOTAL</b> |
|-------------|-------------|-------------|--------------|
| <b>2017</b> | 136         | 103         | 239          |
| <b>2018</b> | 237         | 192         | 429          |
| <b>2019</b> | 459         | 323         | 782          |

*Source: Secondary Education Department, 2020*

## d) Implementation Status and Achievements

**Table 2.23: Form two National Exams performance 2016 – 2019**

| YEAR | REGISTERED |      |      | ATTENDED |      |      | DIVISION I |     |      | DIVISION II |     |     | DIVISION III |     |     | DIVISION IV |      |      | TOTAL PASSED |      |      | REFERRED |     |     | % PASS |
|------|------------|------|------|----------|------|------|------------|-----|------|-------------|-----|-----|--------------|-----|-----|-------------|------|------|--------------|------|------|----------|-----|-----|--------|
|      | B          | G    | TOT  | B        | G    | TOT  | B          | G   | TOT  | B           | G   | TOT | B            | G   | TOT | B           | G    | TOT  | B            | G    | TOT  | B        | G   | TOT |        |
| 2016 | 2643       | 2499 | 5142 | 2468     | 2388 | 4856 | 408        | 269 | 677  | 291         | 226 | 517 | 340          | 324 | 664 | 1167        | 1312 | 2479 | 2206         | 2131 | 4337 | 262      | 257 | 519 | 89.3   |
| 2017 | 2851       | 2801 | 5652 | 2663     | 2691 | 5354 | 441        | 335 | 776  | 300         | 245 | 545 | 372          | 388 | 760 | 1239        | 1496 | 2735 | 2352         | 2464 | 4816 | 311      | 227 | 538 | 90     |
| 2018 | 2854       | 2772 | 5626 | 2633     | 2606 | 5239 | 571        | 429 | 1000 | 319         | 285 | 604 | 366          | 426 | 792 | 1132        | 1287 | 2419 | 2388         | 2427 | 4815 | 245      | 179 | 424 | 91.9   |
| 2019 | 3146       | 3044 | 6190 | 2969     | 2910 | 5879 | 487        | 381 | 868  | 320         | 276 | 596 | 357          | 392 | 749 | 1474        | 1618 | 3092 | 2638         | 2667 | 5305 | 331      | 243 | 574 | 90.2   |

**Table 2.24: Form two National Exams performance 2016 – 2019**

| YEAR | REGISTERED |      |      | ATTENDED |      |      | DIVISION I |     |     | DIVISION II |     |     | DIVISION III |     |     | DIVISION IV |      |      | FAILED |     |      | TOTAL PASSED |      |      | % PASS |
|------|------------|------|------|----------|------|------|------------|-----|-----|-------------|-----|-----|--------------|-----|-----|-------------|------|------|--------|-----|------|--------------|------|------|--------|
|      | B          | G    | TOT  | B        | G    | TOT  | B          | G   | TOT | B           | G   | TOT | B            | G   | TOT | B           | G    | TOT  | B      | G   | TOT  | B            | G    | TOT  |        |
| 2016 | 2315       | 2385 | 4700 | 2261     | 2349 | 4610 | 92         | 65  | 157 | 227         | 135 | 362 | 299          | 222 | 521 | 795         | 977  | 1772 | 845    | 938 | 1783 | 1413         | 1399 | 2812 | 61     |
| 2017 | 1917       | 1894 | 3811 | 1890     | 1871 | 3761 | 70         | 54  | 124 | 233         | 153 | 386 | 325          | 269 | 594 | 783         | 900  | 1683 | 488    | 479 | 967  | 1411         | 1376 | 2787 | 74.1   |
| 2018 | 2132       | 2065 | 4197 | 2096     | 2044 | 4140 | 143        | 112 | 255 | 275         | 186 | 461 | 330          | 284 | 614 | 847         | 1069 | 1916 | 502    | 386 | 888  | 1596         | 1652 | 3248 | 78.5   |
| 2019 | 2306       | 2407 | 4713 | 2271     | 2358 | 4629 | 144        | 109 | 253 | 245         | 209 | 454 | 337          | 290 | 627 | 931         | 1184 | 2115 | 595    | 597 | 1192 | 1657         | 1792 | 3449 | 74     |

**Table 2.25: Form two National Exams performance 2016 – 2019**

| YEAR | REGISTERED |     |      | ATTENDED |     |      | DIVISIONS  |    |     |             |     |     |              |     |     |             |    |     |        |   |     | TOTAL PASSED |     |      | % PASS |
|------|------------|-----|------|----------|-----|------|------------|----|-----|-------------|-----|-----|--------------|-----|-----|-------------|----|-----|--------|---|-----|--------------|-----|------|--------|
|      |            |     |      |          |     |      | DIVISION I |    |     | DIVISION II |     |     | DIVISION III |     |     | DIVISION IV |    |     | FAILED |   |     |              |     |      |        |
|      | B          | G   | TOT  | B        | G   | TOT  | B          | G  | TOT | B           | G   | TOT | B            | G   | TOT | B           | G  | TOT | B      | G | TOT | B            | G   | TOT  |        |
| 2016 | 1136       | 245 | 1381 | 1129     | 243 | 1372 | 60         | 14 | 74  | 307         | 94  | 401 | 601          | 122 | 723 | 101         | 12 | 113 | 57     | 1 | 58  | 1069         | 242 | 1311 | 95.6   |
| 2017 | 985        | 189 | 1174 | 977      | 189 | 1166 | 69         | 30 | 99  | 318         | 96  | 414 | 461          | 58  | 519 | 75          | 4  | 79  | 53     | 1 | 54  | 923          | 188 | 1111 | 95.3   |
| 2018 | 1056       | 208 | 1264 | 1052     | 208 | 1260 | 126        | 40 | 166 | 398         | 113 | 511 | 458          | 51  | 509 | 36          | 1  | 37  | 25     | 2 | 27  | 25           | 2   | 27   | 97.1   |
| 2019 | 1113       | 227 | 1340 | 1097     | 227 | 1324 | 142        | 86 | 228 | 427         | 99  | 526 | 459          | 38  | 497 | 41          | 3  | 44  | 29     | 1 | 30  | 1069         | 226 | 1295 | 97.8   |

### 2.2.3.7. AGRICULTURE, IRRIGATION AND COOPERATIVES DEPARTMENT

The City of Tanga by 2020 had 25,494 hectares of arable land of which 9,620 hectares being cultivated and the remaining land is mainly used for grazing and urban expansion. The department is divided into three main sections namely Agriculture, Irrigation and Cooperative.

#### a) Main duties of the Department

- To provide agricultural extension services to the community
- To control crop pests and diseases
- To ensure good quality of Agriculture products
- To educate farmers on Policy, Laws, Rules and Regulations of Agriculture sector
- To promote good use of inputs and implements in Agricultural production,
- To provide market information on Agricultural products.
- To provide information on weather forecasting,

#### b) Staffing Levels

The Agriculture sector still faces shortage of staff despite of being significantly contributing to the City council economy. The department has 25 agriculture staff in the following category:- No head of department (DAICO), 3 Agriculture Officers, 1 agro-Mechanic, 2 Cooperative Officers and 20 Ward Agriculture Officers. The deficit is 10 staff including the Head of Department (DAICO).

Table below shows the council has a total of 25.

#### c) Achievements

##### i). Food Crops

The major food crops grown in the Tanga City Council include Cassava, maize and cowpeas. For the season of 2018/19 and 2019/20, the council managed to harvest tons of food crops as shown in the table below:

**Table 2.26: Production of Major Food Crops (Tons)**

| CROP       | AREA CULTIVATED(ha) |         |         | PRODUCTION (tons) |         |         |
|------------|---------------------|---------|---------|-------------------|---------|---------|
|            | 2018/19             | 2019/20 | 2020/21 | 2018/19           | 2019/20 | 2020/21 |
| 1. Maize   | 1975                | 1921    | 1925    | 1975              | 1921    | 1925    |
| 2. Cassava | 4172                | 3082    | 4023    | 12516             | 12328   | 12069   |
| 3. Cowpea  | 95                  | 91      | 57      | 47.5              | 45.5    | 57      |

*Source: Agriculture, Irrigation and Co-operative Reports, 2020*

## ii). Cash Crops

The major cash crops cultivated in Tanga council are, Sisal, cashew nut, coconut, mangoes and oranges. For fiscal years 2018/19 and 2019/20, the council managed to harvest tons of cash crops as shown below.

**Table 2.27: Production (Tons) of Cash Crops from 2018/19 to 2019/20**

| CROP       | AREA CULTIVATED(ha) |         |         | PRODUCTION (tons) |         |         |
|------------|---------------------|---------|---------|-------------------|---------|---------|
|            | 2018/19             | 2019/20 | 2020/21 | 2018/19           | 2019/20 | 2020/21 |
| Sisal      | -                   | 799.1   | -       | -                 | 1000    | -       |
| Cashew nut | 266.5               | 383     | -       | 47.5              | 191.5   |         |
| Oranges    | 173                 | 204     | 195     | 516               | 816     | 585     |
| Mangoes    | 144                 | 197     | 187     | 576               | 788     | 748     |
| Coconut    | 232                 | 578     | 300     | 928               | 2312    | 1200    |

*Source: Agriculture, Irrigation and Co-operative Reports, 2020*

## iii). Irrigation Development

Tanga City Council has one utilized and operating irrigation scheme Golani, and targeted to extend new irrigation schemes after considering visibility studies opinions.

## 7). Farm Implements

The use of modern agricultural implements practiced in the council as shown in table below.

**Table 2.28: Types of Farm Implements.**

| DESCRIPTION                     | TYPE OF EQUIPMENT AND MILESTONES |                              |              |                        |           |                    |
|---------------------------------|----------------------------------|------------------------------|--------------|------------------------|-----------|--------------------|
|                                 | Tractor(TC C Owned)              | Average hired tractor/annum. | Power tiller | Animal drawn (Ploughs) | Hand hoes | Processing machine |
| Number                          | 1                                | 15                           | 7            | 15                     | 11575     | 80                 |
| Area cultivated Utilization (%) | Nil                              | 15.5%                        | 2%           | 0.16%                  | 82.34%    | -                  |

*Source: Agriculture, Irrigation and Co-operative Dept. Reports, 2020*

**Table 2.29: Agriculture Infrastructure.**

| Type  | Required | Available | deficit |
|---|----------|-----------|---------|
| 1) Warehouses                                 | 4        | 2         | 2       |
| 2) Markets                                    | 3        | 3         | 0       |
| 3) Ward Agricultural Resource Centers (WARCs) | 5        | 1         | 4       |
| 4) Irrigation Schemes (64% completed)         | 6        | 1         | 5       |

*Source: Agriculture, Irrigation and Co-operative Dept. Reports, 2020.*

## COOPERATIVE DEVELOPMENT SECTION

Co-operatives have been an important part of the development of Tanga City Council. As it brings sense of build our economy together, through cooperatives it help to reduce



poverty. Cooperative assists farmers and community to get capital and good prices of their produces.

**a) Main Duties**

- Inspection and auditing of Co-operative societies.
- Sensitizing Co-operatives among the community through wards meetings
- Promoting the establishment of new Co-operatives societies
- Supervising Co-operative general and election meeting

**b) Achievements**

Tanga City has seven categories of Co-operative societies with a total of 43 Cooperative societies of which Male are 5,603 and female are 3,907, among the cooperatives, 30 are active while 13 are dormant. Cooperatives have made total capital of 6,651,210,036.01 from seven different categories as shown below in the table below.

**Table 2.30: Cooperative Societies Categories, members and Shares 2019/2020**

| S/N | Categories   | Quantity  | Members     |             | Capital (TZS)          | Status    |           |
|-----|--------------|-----------|-------------|-------------|------------------------|-----------|-----------|
|     |              |           | Male        | Female      |                        | Active    | Dormant   |
| 1   | SACCOS       | 23        | 4,364       | 3,620       | 6,625,045,036.0        | 14        | 9         |
| 2   | AMCOS        | 2         | 175         | 45          | 205,000.0              | 1         | 1         |
| 3   | INDUSTRY     | 4         | 33          | 10          | 5,100,000.0            | 3         | 1         |
| 4   | MARKET       | 3         | 182         | 11          | 7,405,000.0            | 2         | 1         |
| 5   | LIVESTOCK    | 7         | 721         | 196         | 10,745,000.0           | 7         | 0         |
| 6   | FISHING      | 1         | 64          | 25          | 500,000.0              | 1         | 0         |
| 7   | SERVICE      | 3         | 64          | 0           | 2,210,000.0            | 2         | 1         |
|     | <b>TOTAL</b> | <b>43</b> | <b>5603</b> | <b>3907</b> | <b>6,651,210,036.0</b> | <b>30</b> | <b>13</b> |

*Source: Agriculture, Irrigation and Co-operative Dept. Reports, 2020.*

**c) Challenges facing the Department**

- Limited use of urban agricultural mechanization techniques
- Unreliable and erratic rainfall
- Use of unimproved seeds.
- Insufficient supply of safety gears, office equipments and utilities.
- Absence of transport to the extension staff

**d) Critical Issues in Agriculture Sector**

- Lack of reliable market for Cassava and cashew nut.
- Incidence of pests and diseases for food and cash crops.
- Inability of most farmers to afford buying inputs required (Lack of income)
- Lack of integrity and skilled boards and members in cooperatives societies

### 2.2.3.8. LIVESTOCK AND FISHERIES DEPARTMENT

Livestock and Fisheries department is among the 11 departments in Tanga City Council. The department has a role of building and supporting the technical and professional capacity of Livestock industry in collaboration with Private sector to develop, manage and regulate livestock and fisheries resources sustainably. The department consists of the following sections:

The department is divided into two sections namely Livestock development which comprises of Extension services; Dairy services sections; Meat, hides and skin section; Small stocks section; Pastoral services Section; and Statistics (Identification, Registration and Information), and secondly is Fisheries sections.

#### a) Main Duties of the Livestock and fisheries Department

The main duties of Livestock and Fisheries Department include;

- Dissemination of various technologies demanded by farmers
- Promote and ensure quality fisheries and livestock services
- To conduct and monitor extension services
- Promote productivity and increased quality of livestock and fisheries products
- Promote commercial livestock and aquaculture farming and value addition practices for livestock products
- Promote and strengthen networking among livestock and fisheries extension stakeholders
- Promote participation of private stakeholders to participate in livestock and fisheries production activities.
- Promote public – private partnership in livestock and fisheries
- Recruit and build capacity of livestock and fisheries extension officers
- Promote and facilitate sustainable utilization of livestock and fisheries resources
- To promote Public health services

#### b) Staffing levels

**Table 2.31: Livestock and Fisheries Staffing**

| S/N          | STAFF CATEGORY                       | Required  | Available | Deficit   |
|--------------|--------------------------------------|-----------|-----------|-----------|
| 1            | City Livestock and Fisheries Officer | 1         | 1         | 0         |
| 2            | Livestock officer                    | 6         | 2         | 4         |
| 3            | Veterinary officer                   | 1         | 2         | 0         |
| 4            | Fisheries officer                    | 8         | 7         | 1         |
| 4            | Livestock Field officer              | 27        | 24        | 5         |
| <b>TOTAL</b> |                                      | <b>42</b> | <b>36</b> | <b>10</b> |

*Source: Livestock and Fisheries Department Reports, 2019.*

### c) Achievements

- Awareness has been created to about 4000 farmers on the use of improves livestock keeping technologies for increased production. Similarly to fishermen on sustainable use of fishery resources, procedures for engaging in fishing activities (licensing, fishing gear, etc.) and aquaculture (fish farming and seaweed farming)
- Continued improvements of the dairy industry subsector by providing improved breeds for farmers whereas more than 250 improved heifers were distributed to farmers
- Artificial insemination services provided as a way to improve livestock breeds where an average of 2,768 cattle were inseminated by 2020
- Continued coordination of veterinary vaccination activities in an effort to prevent outbreaks of diseases where 139,315 animals were vaccinated against various diseases.
- Carrying out management and supervisory activities including, Land and Sea patrols to prevent the use of illegal fishing gear such as explosives, cocoon / juya, daytime ring nets and poisons which are detrimental to the ecosystem

**Table 2.32: Types and Number of Livestock kept**

| Animal       | 2015/16        | 2016/17        | 2017/18        | 2018/19        | 2019/20        |
|--------------|----------------|----------------|----------------|----------------|----------------|
| 1. Cattle    | 40,084         | 43,612         | 25,142         | 27,673         | 30,632         |
| 2. Goats     | 30,940         | 34,693         | 20,651         | 20,701         | 21,738         |
| 3. Sheep     | 0              | 5,072          | 5,581          | 6,201          | 6,821          |
| 4. Donkey    | 0              | 250            | 775            | 1,302          | 1,532          |
| 5. Pigs      | 0              | 4,225          | 5,643          | 6,412          | 7,053          |
| 6. Poultry   | 677,197        | 717,110        | 111,585        | 125,241        | 131,503        |
| 7. Horse     | 5              | 7              | 8              | 10             | 13             |
| 8. Dogs      | 5,073          | 5,550          | 6,100          | 6,700          | 7,200          |
| 9. Cats      | 912            | 1,200          | 1,290          | 1,500          | 1,920          |
| <b>Total</b> | <b>754,211</b> | <b>811,719</b> | <b>176,775</b> | <b>195,740</b> | <b>208,412</b> |

*Source: Livestock and Fisheries Department Reports, 2019.*

**Table2.33: Number of Cattle by Type**

| Year      | Indigenous | Improved/Exotic |      | Total          |
|-----------|------------|-----------------|------|----------------|
|           |            | Dairy           | Beef |                |
| 2015/2016 | 26,103     | 13,981          | 0    | <b>40,084</b>  |
| 2016/2017 | 28,513     | 15,099          | 0    | <b>43,612</b>  |
| 2017/2018 | 13,467     | 11,675          | 0    | <b>25,142</b>  |
| 2018/2019 | 16,290     | 11,383          | 0    | <b>27,673</b>  |
| 2019/2020 | 17105      | 13,527          | 0    | <b>136,511</b> |

*Source: Livestock and Fisheries Department Reports, 2019.*

#### d) Achievements

**Table 2.34: Livestock Products produced during 2019/2020**

| Types            | No.     | Product      | Planned    | Actual yield | Demand     | Value (Tsh.)             |
|------------------|---------|--------------|------------|--------------|------------|--------------------------|
| 1. Lactating cow | 13,527  | Milk litre   | 47,000,000 | 31,440,396   | 15,559,396 | 25,152,316,800.00        |
| 2. Layers        | 131,503 | Egg(Trays)   | 500,000    | 384,492      | 115,492    | 3,075,936,000.00         |
| 3. Cattle        | 14,488  | Meat(Tons)   | 5000       | 2,897        | 2,102      | 17,382,000,000.00        |
| 4. Cattle        | 14,488  | Hide (Piece) | 20,000     | 14,488       | 5,512      | 7,244,000.00             |
| 5. Goat          | 2,847   | Skin (Piece) | 5000       | 2,847        | 2150       | 854,100.00               |
| 6. Sheep         | 1,352   | Meat (Tons)  | 50         | 20.28        | 29.72      | 162,240,000.00           |
| 7. Goat          | 2,847   | Meat (Tons)  | 50         | 42.7         | 7.23       | 341,600,000.00           |
| 8. Pig           | 496     | Meat(Tons)   | 100        | 39.6         | 60.4       | 316,800,000.00           |
| 9. Poultry       | 50,945  | Meat (Tons)  | 100        | 50.9         | 49.1       | 407,200,000.00           |
| <b>TOTAL</b>     |         |              |            |              |            | <b>46,846,190,900.00</b> |

*Source: Livestock and Fisheries Department Reports, 2019*

#### i). Grazing Land

Tanga City Council has a total grazing land of 5,035 Ha of which 2,014 ha was identified and now owned by the Youth in Pingoni area at Maweni ward. Due to the shortage of grazing land and increased urbanization, the department has started to train farmers to practice zero grazing by preceding knowledge on how to cultivate pastures, pasture management, and pasture establishment. It also deals with silage preparation, preparation of hay and preserving crop residual which can be used during dry season for feeding Livestock.

#### ii). Livestock Infrastructure

Livestock quality improvement is limited by animal diseases like tick borne disease due to lack of working infrastructures. There are seven dipping tanks owned by public and government institutions of which 5 are operational though inadequate to accommodate the livestock population.

Similarly the department has 1 slaughter house and 1slaughter slab, but to accommodate the requirement the Council has plans to construct 1 Abattoir.

**Table 2.35: Livestock Infrastructures**

| Descriptions                | Required | Available | Operating |       | Deficit |
|-----------------------------|----------|-----------|-----------|-------|---------|
|                             |          |           | No.       | % age |         |
| 1. Dipping Tank             | 7        | 7         | 2         | 30%   | 0       |
| 2. Livestock Market         | 1        | 0         | 0         | 0     | 1       |
| 3. Abattoir/Slaughter slabs | 3        | 2         | 2         | 66%   | 1       |
| 4. Skin and Hides shed      | 2        | 0         | 0         | 0     | 2       |

*Source: Livestock and Fisheries Department (2019/2020)*

### iii). Fisheries Sections

The fisheries section is responsible for promoting private sector investment in the fisheries sector, developing and maintaining fisheries markets and infrastructures and enforcing fisheries act and legislations in the City. The section also takes roles in promoting quality aquaculture practices and sustainable fish farming to optimize the economic and social benefits that can be derived from fishing and related activities to the benefit of everyone.

Fishery is one of the main economic activities carried out by people of which about 15% of Tanga City council population depends upon fisheries for their livelihood. Tanga city council also acquires revenue from the fisheries activities including revenue collected from (License and auction fee) contributing about 9% of the council budget. The major source of fish products used within Tanga City council come from fishing in the Indian Ocean and privately owned aquaculture units.

The fisheries section takes role in promoting sustainable use of fisheries resources by carrying out conservation education and outreach programs such as planting of Mangroves and cleaning of beaches are conducted. Management activities include, Land and sea patrols and licensing, and conducting meeting with fisheries stakeholder on demand driven basis.

The harvested fish products such as red sniper, kingfish, small pelagic *etc*, are sold through auction in two larger fish land sites at Kasera and Deep Sea and the catch harvested is transported to various regions of Tanzania and exported outside the country for consumption.

Fishers uses the fishing gears includes such as Nets, hooks, long-line and fish traps and few number of fishers are diving. Major vessels used by fishers are Canoe dugout, Dhow and local boats. Small pelagic are processed by pickling and salting ready to be sold to consumers within the country and large amounts are exported to DR Congo.

### iv). Fisheries Infrastructure

Fisheries section has 4 landing sites, namely Kasera, Deep-sea, Mchukuuni and Tongoni. The City lacks fish market thus the Council has plans to construct 1 modern fish market at Deep-sea landing site.

### v). Aquaculture

In Tanga City Council aquaculture is mainly done in ponds conducted by individuals. Ponds, type of ponds used are concrete ponds and mainly species used is Tilapia.

**Table 2.36: Statistics of Catch for 2019/2020**

| Fish Harvested from Ponds |             | Fish harvested from sea |               |
|---------------------------|-------------|-------------------------|---------------|
| Quantity(kg)              | Price (TZS) | QTY (kg)                | Price (TZS)   |
| 970 Kg                    | 7,760,000   | 230,184                 | 1,611,288,000 |

*Source: Livestock and Fisheries Department (2019)*

**Table 2.37: Statistics of fish ponds**

| Targets | Present ponds | New ponds | Total | No. of fish farmers educated | No. of fish propagated |
|---------|---------------|-----------|-------|------------------------------|------------------------|
| 44      | 20            | 4         | 24    | 187                          | 0                      |

*Source: Livestock and Fisheries Department (2019)*

**Table 2.38: Fisheries Resource Facilities and Production**

| Year      | No. of licenses | No. of Fishermen | Registered Fishing Vessels | Fish production |                |
|-----------|-----------------|------------------|----------------------------|-----------------|----------------|
|           |                 |                  |                            | Weight (Tons)   | Value (Tshs)   |
| 2015/2016 | 1526            | 3896             | 326                        | 1626.8          | 7,645,809.600  |
| 2016/2017 | 1526            | 3795             | 414                        | 2000            | 10,004,000.000 |
| 2017/2018 | 3589            | 4500             | 670                        | 1951            | 13,657,000.000 |
| 2018/2019 | 3711            | 5000             | 880                        | 2200            | 15,400,000.000 |
| 2019/2020 | 2372            | 2607             | 1008                       | 2301.84         | 16,112,880.000 |

*Source: Livestock and Fisheries Department (2019)*

**Table 2.39: Revenue collected from fisheries.**

| Year          | 2015/2016  | 2016/2017  | 2017/2018   | 2018/2019   | 2019/2020   |
|---------------|------------|------------|-------------|-------------|-------------|
| Revenue (TZS) | 77,718,500 | 80,022,300 | 128,712,048 | 153,043,000 | 210,669,216 |

*Source: Livestock and Fisheries Department (2019)*

### 2.2.3.9. COMMUNITY DEVELOPMENT DEPARTMENT

Community Development Department in Tanga City seeks to actively involve entire communities in implementation of development programmes. The core objective of the department is to provide favourable environment that will enhance community development, gender equality and equity, children, elderly, youth and disabled groups rights to participate and contribute fully in national development agenda.

#### a) Main Duties

Department core activities include;

- Community sensitization on development issues
- Promote income generating activities to women, youth and disabled groups.
- Involve community in participatory planning and implementation of community based projects process.
- Coordination of CSOs and paralegal organization
- Mobilization and Sensitization of child rights to communities
- Coordination of cross-cutting issues (HIV/AIDS, Environmental and nutrition)
- Coordination of youth development and their welfare

## b) Staffing levels

**Table 2.40: Department Staffing Level**

| Title/Position                              | Required  | Available | Deficit  |
|---|-----------|-----------|----------|
| 1. City Community Development Officer       | 1         | 1         | -        |
| 2. Senior Community Development Officers    | 7         | 7         | 0        |
| 3. Community Development Officers           | 11        | 8         | 3        |
| 4. Assistant Community Development Officers | 16        | 13        | 3        |
| <b>TOTAL</b>                                | <b>35</b> | <b>29</b> | <b>6</b> |

*Source: Community Development Department Reports, 2020*

## c) Implementation Status and Achievements

### i). Gender Desk Unit

Women and Gender Development Policy formulated in 2000 and which calls for all actors and institutions including the community development department in Tanga City to enhance capacity on gender equality and equity in the community and promote women rights. This unit therefore is responsible in creating social and economic frameworks for gender equality, empowerment, follow-up, monitoring and coordination of gender based programs based on available sectoral policies and guidelines on gender development. Through this unit Tanga City Council managed to reducing gender based violence, training on women rights and increase women seats in decision making bodies.

**Table 2.41: Women in Decision Making levels in Tanga City Council**

| INSTITUTION/OFFICE             | TOTAL      | MALES      |             | FEMALES    |             |
|--------------------------------|------------|------------|-------------|------------|-------------|
|                                |            | No.        | %           | No.        | %           |
| District Commissioner          | 1          | 1          | 100.0       | 0          | 0.0         |
| City Director                  | 1          | 1          | 100.0       | 0          | 0.0         |
| District Admin. Secretary      | 1          | 1          | 100.0       | 0          | 0.0         |
| Heads of Departments           | 13         | 11         | 84.6        | 2          | 15.4        |
| Divisional Officers            | 4          | 4          | 100.0       | 0          | 0.0         |
| Ward Executive Officers        | 27         | 24         | 88.9        | 3          | 11.1        |
| Councillors (Including MPs)    | 38         | 27         | 71.1        | 11         | 28.9        |
| Village/Mtaa Chairpersons      | 140        | 97         | 69.3        | 43         | 30.7        |
| Village/Mtaa Executive Officer | 140        | 58         | 41.4        | 82         | 58.6        |
| <b>TOTAL</b>                   | <b>365</b> | <b>224</b> | <b>61.4</b> | <b>141</b> | <b>38.6</b> |

*Source: Community Development Department Reports, 2020*

## ii). Economic Empowerment Unit

The core activities performed under this section includes monitoring and evaluation of all empowerment activities at all levels, interprets national economic empowerment policies, laws and strategies. This unit used to collect data of economic issues, sensitize the establishment of economic groups and create various opportunities for investments and monitoring the availability of markets for economic commodities. Through this unit groups of women, youth and disabled have been empowered by number of business training sessions and finally provided with working capital in Tanga City as follows:

**Table 2.42: Women, Youth and Disabled Economic Groups loaned by WDF 2015-2020**

| GROUP                     | FISCAL YEAR        | No. of Groups | No. of Members | FUNDS CONTRIBUTIONS |                        | LOANS ISSUED           |                      | Loan and Interest       |
|---------------------------|--------------------|---------------|----------------|---------------------|------------------------|------------------------|----------------------|-------------------------|
|                           |                    |               |                | C/Govt.             | City Council           | Amount                 | Interest (10%)       |                         |
| WOMEN DEVELOPMENT FUND    | 2015/16            | 30            | 150            | -                   | 40,000,000.0           | 40,000,000.0           | 4,000,000.0          | 44,000,000.0            |
|                           | 2016/17            | 34            | 170            | -                   | 103,000,000.0          | 103,000,000.0          | 10,300,000.0         | 113,300,000.0           |
|                           | 2017/18            | 7             | 35             | -                   | 37,000,000.0           | 37,000,000.0           | 3,700,000.0          | 40,700,000.0            |
|                           | 2018/19            | 97            | 485            | -                   | 334,170,000.0          | 334,170,000.0          | 0.0                  | 334,170,000.0           |
|                           | 2019/20            | 45            | 450            | -                   | 331,483,274.0          | 331,483,274.0          | 0.0                  | 331,483,274.0           |
|                           | <i>Sub Total</i>   | <b>213</b>    | <b>1290</b>    | -                   | <b>845,653,274.0</b>   | <b>845,653,274.0</b>   | <b>18,000,000.0</b>  | <b>863,653,274.0</b>    |
| YOUTHS DEVELOPMENT FUND   | 2017/18            | 2             | 0              | 10,000,000.0        | -                      | 10,000,000.0           | 1,000,000.00         | 11,000,000.00           |
|                           | 2018/19            | 20            | 193            | -                   | 353,000,000.0          | 353,000,000.0          | 0                    | 353,000,000.00          |
|                           | 2019/20            | 20            | 200            | -                   | 180,860,000.0          | 180,860,000.0          | 0                    | 180,860,000.00          |
|                           | <i>Sub Total</i>   | <b>42</b>     | <b>393</b>     | <b>10,000,000.0</b> | <b>533,860,000.0</b>   | <b>543,860,000.0</b>   | <b>1,000,000.0</b>   | <b>544,860,000.0</b>    |
| DISABLED DEVELOPMENT FUND | 2018/19            | 4             | 20             | 0                   | 33,000,000.0           | 33,000,000.0           | 0.0                  | 33,000,000.0            |
|                           | 2019/20            | 1             | 6              | 0                   | 3,000,000.0            | 3,000,000.0            | 0.0                  | 3,000,000.0             |
|                           | <i>Sub Total</i>   | <b>5</b>      | <b>26</b>      | -                   | <b>36,000,000.0</b>    | <b>36,000,000.0</b>    | -                    | <b>36,000,000.0</b>     |
|                           | <b>GRAND TOTAL</b> | <b>260</b>    | <b>1709</b>    | <b>10,000,000.0</b> | <b>1,415,513,274.0</b> | <b>1,425,513,274.0</b> | <b>19,000,000.00</b> | <b>1,444,513,274.00</b> |

*Source: Community Development Department Reports, 2020*

## iii). Child Development Unit

Development of the 1993 National Programme of Action for Children led to the formulation of the National Child Development Policy (1996) that was revised in 2008. In addition, the Junior Council of the United Republic of Tanzania was established in 2002 that enabled children participation in national development agenda. Likewise, the department is implementing the Law of Child Act No. 21 of 2009 for enhancing the welfare of children in the council. However, the implementation of the said guidelines are supported by the National Action Plan to End Violence against Women and Children



(NPA-VAWC) of 2017/18- 2021/2022 on which various committees regarding child protection have been formulated from the grassroots levels.

**iv). NGOs Coordination**

Inclusion of the NGOs coordinating mandates to the community development department led to an enhanced and comprehensive approach to community mobilization and increased participation in development.

**v). Youth Development Desk**

The core activities of the section include; promote youth education on proper and affordable technologies, and awareness creation on child rights, development and support.

**vi). HIV and AIDS Desk**

The core activities of this section include ,HIV/AIDS coordination, community sensitization on the impacts of HIV/AIDS, conduct training to the community on how to prevent new infection, proper use of condoms, provide support to most vulnerable children and People leaving with HIV/AIDS groups.

**2.2.3.10. URBAN PLANNING, LANDS AND NATURAL RESOURCES DEPARTMENT**

Urban Planning, Lands and Natural Resource Department was established subsequently to the establishment of TCC in 01/01/2005 by the government under the Local Authorities (Urban Authority) Act number 8 of 1982. The current situation with regard to ownership, control and management of land in Tanzania is that:

1. The radical land title is vested in the President as trustee for and on behalf of all Citizens of Tanzania.
2. For the purposes of management only, all land in the City is classified as General land and Reserve land. The President has powers to transfer land from one category to another.
3. Reserve lands include, offshore line and river bank within 60m, forests (mangrove forest); wildlife corridor, railway and road reserve etc. (constitute approx.. 14.6% of all lands).
4. The rest are general lands where granted right of occupancy are issued.

The overall management of land in the City is governed by The urban plan Act No. 8 of 2007 and The land Act of No. of 1999. In order to achieve sustainable urban development; preparation of detailed plan schemes, surveying and titling of the plots for different land uses play a key role in urban management. .

Interventions identified for realization of the set targets over the Plan period and beyond are elaborated further in Table 22.8 which gives the Strategic Plan (Log frame) Matrix for Urban Planning, Lands and Natural Resources Department

### a) Duties of the Department

- Land Policy and Legislation enforcement;
- Preparation of detailed Planning Schemes for Urban development control including regularization of informal settlement
- Land Conservation
- Administration of land and properties including Solving land conflicts
- Surveying of lands i.e. plots and farms, and Development of survey and deed plans
- Management of land transactions
- Market research on land values
- Land rent collection
- Property valuation to landed and non-landed properties for mortgage, compensation, transfer, financial accounting, rent assessment, rating, matrimonial, court bailing etc.
- Management of natural resources, and Provision of forest extension services;
- Rehabilitation of degraded areas;
- Identification of research areas, prioritization and coordination of research undertaken by various institutions and organizations

### b) Staffing level

**Table 2.43: Staffing Profile of Urban Planning, Lands and Natural Resource Department**

| SN | STAFF                        | REQUIRED  | AVAILABLE | DEFICITY  |
|----|------------------------------|-----------|-----------|-----------|
| 1. | Head Of Department           | 1         | 0         | 1         |
| 2  | Land Officer                 | 6         | 4         | 2         |
| 3. | Assistant Land Officer       | 6         | 1         | 5         |
| 4. | Town Planner                 | 6         | 3         | 3         |
| 5. | Land Surveyor                | 6         | 2         | 4         |
| 6. | Assistant Land Surveyor      | 6         | 1         | 5         |
| 7. | Cartographer                 | 6         | 1         | 5         |
| 8. | Land Valuer                  | 6         | 3         | 3         |
| 9. | Assistant Land Valuer        | 5         | 0         | 5         |
| 10 | Forest and Wildlife Officers | 3         | 1         | 2         |
|    | <b>Total</b>                 | <b>41</b> | <b>16</b> | <b>35</b> |

*Source: Urban Planning, Lands and Natural Resources Department Reports, 2020*

### c) Implementation Status and Achievements

#### i) Natural Resources

At most 65% of the City's natural resources is covered by mineral deposit mostly limestone, sand and salt pan. Mineral extraction contributes accrued about TZS

2,083,733,147 in the financial year 2019/2020. In implementing the afforestation programme where about 80000 tree seedling have been planted by City Council, communities, Non-Governmental Organisations (NGOs), Community based Organisations (CBOs) and Private Sectors in the financial year 2019/2020. This section is further into two subsections:

### **Forestry Subsection**

Forestry plays important role in ameliorating climate conditions and providing ecosystem services. During the financial year 2019/2020 12 patrols were conducted which enhance effectiveness of revenue collection and enforcement of community in compliance of Laws and Regulations as well as improvement of Forest Conservation activities. In financial year 2019/2020 about 44 million was collected as a revenue from forest products which is above 100% of the target.

### **Wildlife Subsection**

Tanga City has no Wildlife reserved area but it has an area which is a wildlife animal pathway (corridor) joining Mkomazi and Saadani National park. The pathway is mainly use by the Elephant. Also, Tanga City has two main rivers namely Zigi and Mkurumuzi River, which have many crocodile.

### **Mineral Subsection.**

Mineral found in Tanga City are categorised in two groups, which are building materials and domestic salt. Also, these minerals play an important role in increasing revenue collection of the Tanga City. In financial year 2019/2020 approximately 2 billion was collected as revenue which contributes about 20% of total revenue collected.

### **Tourism Subsection.**

Tanga City has a number of tourism attraction areas such as Amboni Carve, Tongoni Ruis, Toten island, Ulenge island, Beaches, Protected (calm) shore, Garden and Parks, Hotels, Urithi museum, Historical sites (Commonwealth graves, buildings, regional library etc.), Majimoto Sulphur spring and Mwinyimwaka cave which is now in the process of opening. The presence of these attractions contributes to a lot of visitors from different area (inside and outside of the country). Therefore, the presences of different visitors increase the economy of the City.

### **Urban Planning and Management Section**

Urban Planning sector functions range from Land planning, land surveying, land administration and property valuations. This section is divided into four areas:-

#### **Land Management Subsection**

All land ownership related issues are managed under this section. These include preparation of title deed, transfer of ownership etc.

**Table 2.44: Areas allocated for Investment purposes**

| SN. | Investment Areas | Land Allocated (Acres) |
|-----|------------------|------------------------|
| 1.  | Chongoleani      | 1220                   |
| 2.  | Kiomoni          | 1055                   |
| 3.  | Pongwe           | 692                    |
| 4   | Neema            | 1700                   |
| 5   | Mzizima          | 1125                   |

*Source: Urban Planning, Lands and Natural Resources Department Reports, 2020*

### **Urban Planning Subsection**

A total of 17 Planning schemes were completed as follows:-

- Detailed Planning Scheme - 16
- General Planning Scheme - 1

### **Property Valuation**

Valuation for compensation has been done in several areas including Chongoleani for Oil related Investment, Mpirani for construction of landfill, and Machui for construction of oxidation pond.

### **Surveying and Mapping**

In surveying section, survey of plots, boundary recovery and engineering survey become a critical duties.

### **d) Challenges**

- Lack of awareness to citizen on land and natural resources management.
- Inadequate expertise especially Town planning, surveyor and cartography.
- Shortage of staff in Tourism, Wildlife and Mineral aspects.
- Emerging land conflicts.
- Inadequate correspondence on payments of regularization projects by community members.
- Land Use Conflicts

### **2.1.3.11. BEE KEEPING UNIT**

Beekeeping Unit was disaggregated from Land and Natural Resources Department since 2011. Beekeeping is one of 6 Units and 11 Departments in Tanga City Council which report directly to the City Director.

#### **a) Main duties of Bee-Keeping**

The beekeeping unit has the following main duties namely;

- Policy and Legislation development and enforcement of bee keeping Act;

- Establishment and Management of Beekeeping reserves and apiaries;;
- Provision of beekeeping extension services;
- Management of bee resources in general lands.
- Sustainable production of quality honey and other bee products,
- Collection and processing of bee-keeping and products' data,
- Plan and coordinate the development of bee-keeping industry.
- Co-ordinate promotion of beekeeping investments and marketing of its products,
- To introduce programs for community sensitization on harnessing the beekeeping resources for income generation to improve their livelihoods.

#### **b) Staffing levels**

Beekeeping unit comprises of qualified 1 staff (Bee keeping Assistant) and there is shortage of 1 head of Unit.

#### **c) Achievements**

Tanga City is endowed with coastal areas with great natural resource potential. Due fish dwindling stocks due to various factors, bee keeping is becoming an increasingly potential honey demand nationally and internationally.

Currently beekeeping activities are conducted in Mangroves, other coastal forest, natural forest and Peri-urban areas of Tanga City.

**Table 2.45: Number of Bee Keepers and Bee Hives 2015/16 – 2018/19**

| Year      | No. of bee keepers | No. of bee keeper's groups | Gender |     |       | Number of bee hives |        |       |
|-----------|--------------------|----------------------------|--------|-----|-------|---------------------|--------|-------|
|           |                    |                            | F      | M   | Total | Traditional         | Modern | Total |
| 2015/2016 | 231                | 14                         | 25     | 206 | 231   | 167                 | 390    | 557   |
| 2016/2017 | 195                | 11                         | 31     | 164 | 195   | 147                 | 415    | 562   |
| 2017/2018 | 152                | 8                          | 37     | 115 | 152   | 132                 | 480    | 612   |
| 2018/2019 | 135                | 7                          | 45     | 90  | 135   | 102                 | 603    | 705   |

*Source: Tanga C.C. Beekeeping Unit, 2020.*

**Table 2.46: Quantity of Bee Products 2015/16 – 2018/19**

| Year      | Honey (litres) | Bee wax (Kg) |
|-----------|----------------|--------------|
| 2015/2016 | 1302           | 91           |
| 2016/2017 | 1816           | 101          |
| 2017/2018 | 2671           | 120          |
| 2018/2019 | 3935           | 141          |

*Source: Tanga C.C. Beekeeping Unit, 2020.*

### **2.2.3.12. PROCUREMENT UNIT**

The Procurement Unit is among the 6 Units and 11 Departments which found in Tanga City Council. The Public Procurement Management Unit (PMU) is established in the year 2004 under Public Procurement Act (2004) as revised 2007, as an independent structure, which deals with Procurement of all Goods, Works, Consultancy, Non consultancy and Disposal of Public Asset by Tender. PMU carries out its activities as stipulated in Annual Procurement Plan for the year 2020/2021. Procurement Management Unit reports are prepared monthly as well as Quarterly and submitted to respective Authority, including Public Procurement Regulatory Authority (PPRA). The head of Procurement Management Unit participate in Council management meeting and other statutory committees such as Finance and planning committee.

#### **a) Objective of Public Procurement Management Unit**

The Objective of establishing the PMU in government/public entities is to provide expertise and services in procurement, storage and supply of goods and services for the Entity. "A traditional formula expressing the basic objectives of procurement and the general criteria by which procurement performance is measured" abbreviated as 5Rs or 6Rs, that is goods and services purchased should be of the Right quality, in the Right quantity, from the Right source in the Right quantity delivered to the Right place at the Right time and obtained at the Right price.

#### **b) Main Duties**

The City council Procurement Management Unit will perform the following activities: -

- Advise the Council Management on matters pertaining to the procurement of goods and services and logistics management;
- Monitor adherence to procurement process and procedures as per Public Procurement Act;
- Develop an Annual Procurement Plan for the Council;
- Procure, maintain and manage supplies, materials and services to support the logistical requirements of the Council;
- Maintain and monitor distribution of office supplies and materials;
- Maintain and update inventory of goods, supplies and materials;
- Provide Secretariat services to the Council Tender Board as per Public Procurement Act under S.38 (d); and
- Set specifications/standards for goods and services procured and monitor adherence to them to ensure value for money.

### 2.2.3.13. INFORMATION COMMUNICATION TECHNOLOGY AND PUBLIC RELATIONS

With computers and computer networks, people have been able to achieve in the span of a few decades what would otherwise have taken us many centuries to achieve. People have democratized the internet, vastly improved communication, increased our ability to design and invent by multiples, and made life easier overall.

The ICT and Public Relations Unit is an important Unit, complementing and supplementing the others in numerous ways. And yet, if you aren't very well versed with technology, it can all seem a little vague when you try to think of just how the IT Unit helps the rest of the organization. For sure, you know that this Unit is absolutely important. What you're not sure about is just what makes it so important.

ICT and Public Relations Unit in Tanga City Council were officially started in 2013. Its core functions include; Installation of proper software in computer's office, To ensure all computerized system are working healthily as well as maintenance of both hardware and software computer devices infrastructures as well as provides the security measures that will safeguard that data and prevent un authorized access to it and dissemination of relevant information to the public.

#### a) Main Duties

- To translate ICT policy and supervise its implementation,
- To strengthening electronic communication and securing Government information and sharing to both public and private stakeholders,
- To manage and supervise all government official ICT systems,
- To ensure Government information reaches the public and consumed to meet their expectations and dissemination of relevant information to the public,
- To facilitate Computer Operating system and general computer software,
- To maintain Security of Computer and data,
- To facilitate supervision of all Council Information System (EPICOR, (Human capital management information system(HCMIS), LGRCIS (Local Government Revenue Collection Information System), Basic Educational Management Information System, FFARS (Facility Financial Accounting and Reporting System, Student Information System, GoTHoMIS (Government of Tanzania Hospital management information system,

#### b) Staffing Level

Currently the ICT and Public relation unit has five staffs ICT Officers

**Table 2.47: ICT Staffing Level**

| SN | Title                 | Required | Available | Deficit |
|----|-----------------------|----------|-----------|---------|
| 1  | Head of Unit          | 1        | 0         | 1       |
| 2  | Senior ICT Officer    | 1        | 1         | 0       |
| 3  | ICT Officer           | 2        | 2         | 0       |
| 4  | Assistant ICT Officer | 4        | 1         | 3       |

| SN | Title                        | Required  | Available | Deficit   |
|----|------------------------------|-----------|-----------|-----------|
| 5  | Information Officer          | 1         | 1         | 0         |
| 6  | Journalist                   | 1         | 0         | 1         |
| 7  | Assistant journalist         | 2         | 0         | 2         |
| 8  | Radio broadcasting           | 1         | 0         | 1         |
| 9  | Assistant radio broadcasting | 2         | 0         | 2         |
|    | <b>TOTAL</b>                 | <b>15</b> | <b>5</b>  | <b>10</b> |

*Source: ICT & Public Relations Reports, 2019.*

### **c) Achievements**

The Tanga City Council currently is resourced with different ICT infrastructures and software that support the operation of the council. These include LAWSON which used to coordinate staffs information, EPICOR which used for financial transactions as well as PLAN-REP system which used to prepare council budget and reports, LGRCIS which used for revenue collection, GOTHOMIS which is used for Hospital revenue collection and record keeping etc.

ICT Infrastructure in Tanga City Council during 2019/2020 is shown with shortage in brackets, include:- Camera 1 (2), Wireless Access point 1 (4), Wide Screen TV 55”(2), Domain 1, Tanga CC Website 1, LAN 3 (1), Switch for network 4 (4), Router 5 (3), Network Cabinet 4 (4), Point of Sale Device (POS) 172 (80), Drone camera (1), Live U-Camera (1), Projector 1 (4), Video Conference Facilities (5), CCTV 19 (20) and Attendance software system 1.

#### **2.2.3.13. INTERNAL AUDIT UNIT**

Internal Audit Unit is an independent appraisal function that provides objectives assurance and consulting activity designed to add value and improve TCC operations. Internal Audit Unit helps TCC to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improved the effectiveness of risk Management, control and Governance processes.

Internal Audit Unit carry out its activities in accordance with the Local Government Finances Act of 1982 CAP 290 section 45 (1). Several guidelines are used as tools for conducting Internal Audit Activities including IPPF, Internal Audit Handbook, Aid to Internal Audit Handbook, Internal Audit Manual for LGAs 2013, Local Authority Financial Memorandum 2009, and various Government Circulars and Guidelines.

Responsibilities, Authority, Accountability&autonomy of the Internal Audit Unit is defined in the Council Internal Audit Charter 2014. Furthermore, responsibilities of Internal Auditors are outlined in the Local Authorities Financial Memorandum 2009 orders number 13 and 14.



### a) Core Duties

Using a risk-based approach, IA plans to deliver on its above stated Vision & Mission Statements by providing the following two types of core services:

#### i). Assurance Services

Review of operations, policies and procedures to evaluate the adequacy and effectiveness of and compliance with related control structures so as to provide an assessment as to whether business risks are appropriately considered and addressed.

#### ii). Advisory Services

Assist the Audit Committee and other key stakeholders by helping them deal with specific issues and concerns that are better addressed through a trusted management advisory type engagement.

### b) Staffing Levels

Internal Audit Unit's has 2 Staffs (Auditor II) and there is shortage of 7 including 1 Head of Unit, 2 Principal Auditors I-II, 1 Senior Auditor, and 2 Auditors I-II.

#### 2.2.3.14. LEGAL UNIT

The Legal unit is one among six units and eleven departments operating at Tanga City Council whose major functions is to provide legal interpretation and advices to the Council's senior management with regard to signing of contracts, adherence to National laws, rules and regulations, and legislations and enforcement of council's by-laws and for the sake of achieving democracy, good governance and development.

The Legal Unit Oversees the activities of the Council's legal affairs, it administers council's cases in various courts of law in Tanzania, helps to settle various disputes which do not need courts settlement, it networks with outside organizations to advance legal interests and legal health of the council, leads the formulation and adherence of the council by-laws, and it provides the society with legal education.

#### a) Staff of the Legal Unit

The Legal Unit currently has Forty Three (43) staff; one Head of the Section (City State Attorney) and three other State Attorneys, 14 Auxiliary Police, and 25 Security Guards

**Table 2.48: Legal Unit Staff**

| POSITION            | REQUIRED | AVAILABLE | EXCESS/DEFICIT |
|---------------------|----------|-----------|----------------|
| City State Attorney | 1        | 1         | 0              |
| State Attorneys     | 0        | 3         | 0              |
| Auxiliary Police    | 0        | 14        | 0              |
| Security Guards     | 0        | 25        | 0              |
| <b>TOTAL</b>        | <b>1</b> | <b>43</b> | <b>0</b>       |

*Source: Internal Audit Unit Reports, 2019*

### **2.2.3.15. ELECTION UNIT**

The election unit in Tanga City Council started in December 2015 whereby its duties include; administration and supervision of elections and good governance in the council. The council has one constituent called Tanga town.

The government over the past decade has increasing freedom of speech and expression, political participation, positively changing social values and rapid urbanization have combined with enhanced democratic values to raise public expectations and demand for accountability. Such demand has led to a matching response by the Government by ensuring that its actions address needs and aspirations of the citizenry in terms of both quality and time.

#### **a) Staffing levels of Election Unit**

The Unit is currently handled by only one staff who acts as a Council Election Officer.

#### **b) Political Parties in Tanga City (Constituency of Tanga Town)**

Currently in Tanga City Council Constituency there are 8 political parties which are: CCM, CUF, ADC, ACT-WAZALENDU, CHAUMMA, CHADEMA, DP and TLP All parties participated in 2015 General Elections There are **183,169** officially registered voters however during 2015.

However, in 2019 only 4 political parties which are: CCM, CUF, ACT-WAZALENDU and CHADEMA participated and newly grass root leaders was elected whereby CHAMA CHA MAPINDUZI held in all 181 Street located within Tanga City Council.

### **2.2.3.16. ENVIRONMENTAL AND SANITATION DEPARTMENT**

Tanga city council may impact the environment through its direct services provisions to residents and through its Environmental and Sanitation Department operations for a variety of facilities and systems that comply with laws in providing waste management services, environmental protection services including floods prevention, treating storm-water and wastewater. National-wide legislations also provide a framework through which the built environment is protected and developed. Tanga city council same as other LGAs, in turn, regulate local development in communities across Tanga city, and it also has responsibilities to develop policies and longer-range planning for climate action and resilience.

The Tanga City council, as an LGA in its day-to-day operations and as a regulatory body for its local community, has undertaken numerous efforts and developed partnerships to address environmental management-related issues on waste management, city waste management and cleanliness, pollution control and environmental compliance, city greening (green infrastructure development, public gardens), flood prevention, planning for all types of natural hazards and seismic retrofitting of its facilities. These efforts have been documented in some of the City council's reports that include various

periodical reports, the Tanga city SWM strategic plan, the Tanga city Drainages and sanitation development plan. The City is currently working out the establishment of a city environmental management plan that will also steer-up the monitoring of greenhouse gas emissions or report holistically on its operations and the impact to the environment, or the community's impact on the environment.

#### **a) Main Duties**

##### **i). Waste management services**

- Solid waste management
- Liquid waste management including storm water drainage control

##### **ii). Green infrastructure development and control**

- Public parks and garden upkeep
- Management of the city council botanical nursery

##### **iii). Environmental management**

- Pollution control
- Climate change mitigation and adaptation
- Inspectorate and compliance

These duties are elaborated in the table below:

**Table 2.49: Sections in Environmental and Sanitation Department**

| <b>Section</b>            | <b>Description</b>                                    | <b>Functions</b>   |
|---------------------------|---|--|
| Waste management services | Solid waste management                                | Provide refuse removal services to existing and new settlements/to areas where they currently do not exist |
|                           |   | Introduction of waste minimization projects  |
|                           |   | Encouraging separation at source.  |
|                           |   | Improvement of public relations between solid waste personnel and the public                               |
|                           |   | Compliance with Landfill site operating conditions and standards.  |
|                           |   | Provision of Streets and roads cleaning services   |
|                           |   | Upkeep of Collection points, bus terminals and open space's cleanliness                                    |
|                           |   | Upkeep city council cemetery and manage disposal of the unclaimed bodies operations                        |
|                           | Liquid waste management including storm water control | Upgrading and maintaining storm water drainage system.   |
|                           |   | Provision and coordination the cesspit services  |
|                           |   | providing sanitation solutions in rural areas and informal settlements                                     |

| Section                                      | Description                              | Functions  |
|--|--|--|
| Environmental management                     | Pollution control                        | Implement measures to minimize waste, prevent pollution and properly manage that which is unavoidable  |
|  |  | Ensure the organization measures, records, reports and publicly discloses the amounts and types of toxic and hazardous materials used and released, and make known the associated risks to human health and the environment. |
|  | Climate change mitigation and adaptation | Identify potential adverse impacts on ecosystems and biodiversity; and implement planning, design and operating practices to eliminate or minimize them.   |
|  |  | Incorporate the protection of natural habitat, wetlands, forest, wildlife corridors, protected areas and agricultural lands into land development projects.  |
|  |  | Apply market mechanisms, including carbon emissions trading, to internalize the cost of environmental burdens resulting from the organizations' activities, products and services.   |
|  | Inspectorate and compliance              | Implement programs and practices for sustainable material, energy and environmental resources to reduce the environmental burden resulting from the organizations' activities, products and services.                        |
|  |  | Participates in raising the environmental and social responsibility awareness.   |
|  |  | Conservation of green areas, wet lands and eco-systems a   |
| Green infrastructure development and control | Public parks and garden                  | Introduce green areas in strategic places  |
|  |  | Upgrade and maintain open spaces, parks and the related infrastructure   |
|  |  | Develop new parks and open spaces.   |
|  |  | Conservation of green areas, wet lands and eco-systems   |

*Source: Environmental and Sanitation Department Reports, 2019*

## **b) Staffing Levels**

The environmental and sanitation department has a total of 24 permanent staff and 196 casual employees whom work as an everyday city work force on this sector. TCC has not yet engaged private sector to take over part of the environmental and sanitation services as it have been done into most of the cities and municipal authorities in the country. The current manpower that comprises of casual employees is therefore expected to be reduce more than half of it by the year 2025 while the number of

permanent staff that is comprising of Environmental management professionals will increase by half. The number of staff and its requirement is as stipulated below:

**Table 2.50: Environmental and Sanitation Department Staff**

| Section                  | Post/Position                                     | Number of staff |          |          |          |
|--------------------------|---|-----------------|----------|----------|----------|
|                          |   | Req.            | Actual   | +        | -        |
| General Management       | Head of Department                                | 1               | 1        | 0        | 0        |
| Waste management         | Waste management i/c                              | 1               | 1        | 0        | 0        |
|                          | Dumpsite Operations officers                      | 2               | 1        | 0        | 1        |
|                          | SW CT Supervisors                                 | 1               | 0        | 0        | 1        |
|                          | Storm water drainages supervisors                 | 1               | 1        | 0        | 0        |
|                          | Roads and streets cleansing Supervisors           | 2               | 2        | 0        | 0        |
| Parks and garden         | Parks and garden i/c                              | 1               | 0        | 0        | 1        |
|                          | Ass. Parks and garden nursery and new development | 1               | 0        | 0        | 1        |
|                          | Ass. Parks and garden upkeep & control            | 1               | 0        | 0        | 1        |
| Environmental management | CEMO  | 1               | 1        | 0        | 0        |
|                          | EMO EIA/EA and compliance                         | 1               | 0        | 0        | 1        |
|                          | EMO Inspectorate and pollution control            | 1               | 0        | 0        | 1        |
| <b>TOTAL</b>             |   | <b>14</b>       | <b>7</b> | <b>0</b> | <b>7</b> |

*Source: Environmental and Sanitation Department Reports, 2019*

## 2.3 STAKEHOLDERS' ANALYSIS

Tanga City council collaborates with other organisations and individuals in management and delivery of service. These are stakeholders which includes the private sector, and are coordinated by the council through its departments and units. Stakeholders' analysis was carried during the strategic planning process, to answer the question as to know who our key stakeholders, their expectations, are and if they are met, where they were dissatisfied, and what is the impact of not meeting these expectations. Stakeholders analysis for Tanga City Council involves the process of analysing individuals, community groups (*women, youth, people with disability etc.*), institutions that may have a interest either way in the success or failure of the strategic plan (*either as implementers, facilitators, beneficiaries or adversaries etc.*).

However, a basic premise behind stakeholder analysis in the council was that different groups have different concerns, capacities and interests, and this was explicitly understood and recognized in the process of analysing the situation; Setting the Vision, Mission and Strategic objective; and strategy selection. The key questions asked during

stakeholder analysis were therefore ‘whose problems or opportunities are we analysing and ‘who will benefit or loose-out, and how, from a proposed strategic plan intervention’? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries and minimize its potential negative impacts (including stakeholder conflicts).

Analysis attempts to understand perceptions, expectations, and priorities, and to incorporate these into our Strategic plan. The objective is to learn from them as our customers. Stakeholders’ views resulted from interactions with Stakeholders, not as an analysis of what council’s employees believe stakeholders want or think.

A Stakeholder Analysis proceeded along through three key steps:

- Identifying Stakeholders: this has been done by the council by identifying who are our key service recipients and considering NGOs, the private sector, and community, etc.
- Holding the Workshop: Ideally focus group discussion involved small groups and two facilitator. This, was undertaken the Stakeholder Analysis in one day workshop. The number of participants from the council was limited to one staff from any department. A total of 18 stakeholders’ categories were identified.
- Document the results: This was in written form by use of a simple matrix, from each major type of stakeholder was documented and analysed.

Council heads of departments and assistants carried out a stakeholders’ analysis. The expectations were identified in terms of the services they expect but more importantly the attribute that goes with the service expected. A summary of the main stakeholders and their expectations is presented below.

1. Government Ministries, Departments and Agencies (*This group include government central and sector Ministries, PO-RALG, Government Departments and Agencies like TANROADS, TARURA, RUWASA, TFS, TANESCO, TRA, Urban Water Authorities*).
2. Tanga Regional Administration (*This include the Regional Commissioner’s Office, Regional Secretariat, City Commissioner and Division Secretaries*)
3. Councillors (Tanga City Council) (*Comprises of elected Councillors from wards, Special Seats for women, appointed and MPs in the Council*).
4. Council Staff (*This category includes the Council Management Team under the Council Director, and all council employees under its Sub-Vote*).
5. Community (*This include all groups within the community like Women, Children, Youths, Politicians, Influential People, Business community, Farmers, Livestock keepers, and individuals in other categories etc*).
6. Office of the Controller and Auditor General (OCAG)
7. Civil Society Organisations (*This Category include Non-State Actors like Non-Governmental, Community Based, and Faith Based Organisations etc*).

8. Political Parties (The Ruling Party - CCM and Opposition parties).
9. National Parliament (*The National Parliament and the Committees like LAAC, TAMISEMI and Administration, etc*).
10. Development Partners
11. Trade Unions (TALGWU, TUGHE etc)
12. Business Community (despite being part of 5 above)
13. Financial Institutions (*This category include Bank of Tanzania - BOT, All Commercial Banks like NBC, NMB and CRDB, Local Governments Loans Board - LGLB, SACCOS etc*).
14. Training and Research Institutions
15. Communication and Media (*The group comprises of all communication companies (TTCL, Vodacom, Tigo, Airtel, Zantel etc.) and Media institutions like Radio and Television stations, Social Media, Newspapers etc*).
16. Judiciary and other Law firms (*To include the Courts, Ward Tribunals, District and Ward Land Tribunals, and Private law firms*).
17. Defence and Security Forces (*The Defence and Security Committee under the District Commissioner*)
18. Other Local Government Authorities (*Mainly the bordering LGAs where we share cross-border business and sometimes border conflicts*).

The stakeholders' analysis is presented in the matrix below which provides the services offered and expectations in detail for each stakeholder as shown in the table below.

**Table 2.51: Framework for Stakeholder's Analysis**

| No. | Stakeholder's Name  | Role of Stakeholder (Service)   | Expectation of Stakeholder  | Potential Impact (If Expectation not met)  | Ranking |
|-----|---|---|---|--|---------|
| 1   | Central Government. Ministries (PO RALG, Central and Sector Ministries) | <ul style="list-style-type: none"> <li>• Mobilization and allocation of resources (Financial &amp; Human),</li> <li>• To provide Technical support,</li> <li>• To provide Policy, Laws, Guard line and circular.</li> <li>• Set Standard &amp; quality control</li> <li>• Defence and Security</li> <li>• Monitoring and evaluation</li> <li>• Good governance</li> </ul>   | <ul style="list-style-type: none"> <li>• Compliance of laws and regulation.</li> <li>• Quality service delivery to the community.</li> <li>• Good governance</li> <li>• Proper utilization and Value for money</li> <li>•</li> </ul>  | <ul style="list-style-type: none"> <li>• Distrust,</li> <li>• Take disciplinary and legal action,</li> <li>• Withdraw provision of fund</li> <li>• Suspend/dissolve of councils</li> </ul>               | High    |
| 2   | Tanga Regional Administration   | <ul style="list-style-type: none"> <li>• Maintenance of peace, law and order in the region</li> <li>• Defence and Security</li> <li>• Interpretation of Sector policies and guidelines</li> <li>• Ensure standards &amp; quality control for service delivery</li> <li>• Provide Technical Support and Backstopping</li> <li>• Monitoring and Evaluation</li> <li>• Co-ordination of Local Governments governance</li> <li>• Promotion and fostering socio-economic development</li> <li>• Facilitate LGAs undertake and discharge their duties and responsibilities</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance of policy, Laws and regulation</li> <li>• Quality services delivered</li> <li>• Good governance peace and stability</li> <li>• Proper utilization of resources and value for money</li> <li>• Timely implementation, and reporting</li> </ul> | <ul style="list-style-type: none"> <li>• Distrust</li> <li>• Disciplinary and legal measures</li> <li>• In correct and untimely decisions</li> <li>• Suspend Council resolutions or decisions</li> </ul> | High    |



| No. | Stakeholder's Name   | Role of Stakeholder (Service)   | Expectation of Stakeholder   | Potential Impact (If Expectation not met)   | Ranking |
|-----|--|---|--|---|---------|
| 3   | Councillors (Tanga City Council)                                   | <ul style="list-style-type: none"> <li>Decision making,</li> <li>Community representatives</li> <li>Community mobilization,</li> <li>Monitoring and Supervision of Council activities to meet comm. expectation.</li> <li>Disciplinary instrument</li> <li>To approve budget, plans and by laws.</li> <li>Good governance</li> <li>To implement ruling party manifesto</li> </ul> | <ul style="list-style-type: none"> <li>Remuneration</li> <li>Recognition, Re-election/ legitimacy,</li> <li>Quality social services to community delivered,</li> <li>Council plan implemented</li> <li>Proper resources utilization and value for money</li> <li>Peace and security</li> <li>Good governance and transparency</li> <li>Timely Feed back</li> </ul> | <ul style="list-style-type: none"> <li>Misunderstanding,</li> <li>Complain and conflict against council management and staff</li> <li>Disciplinary measure to staff and management legal action against council</li> </ul>  | High    |
| 4   | Council Management and Staff                                       | <ul style="list-style-type: none"> <li>To translate policies into implementation,</li> <li>Prepare Plans and budget for Service delivery</li> <li>Prepare plans &amp; guidelines</li> <li>Compliance to Central Government Directives</li> <li>Community mobilization.</li> <li>Peace security and Good governance</li> </ul>   | <ul style="list-style-type: none"> <li>Timely Remuneration,</li> <li>Motivation,</li> <li>Job satisfaction and security</li> </ul>   | <ul style="list-style-type: none"> <li>Demoralization</li> <li>Underperform leading to poor service delivery,</li> <li>Absentees &amp; turnover</li> <li>Go slow,</li> <li>Complaints ,</li> <li>Take Legal action,</li> <li>Strike/ lock in,</li> <li>Fraud</li> </ul> | High    |
| 5   | Community( <i>includes all forms and groups in the Community</i> ) | <ul style="list-style-type: none"> <li>Tax and Levies Payer</li> <li>Recipients of Council services</li> <li>Participates to initiate council plans and budgets</li> </ul>  | <ul style="list-style-type: none"> <li>Peace and harmony</li> <li>Quality Services delivered</li> <li>Proper use of resources and value for Money,</li> </ul>  | <ul style="list-style-type: none"> <li>Failure to pay Taxes/Levies</li> <li>Fail to Initiate &amp; implement plans &amp;</li> </ul>   | High    |

| No. | Stakeholder's Name                                  | Role of Stakeholder (Service)   | Expectation of Stakeholder   | Potential Impact (If Expectation not met)  | Ranking |
|-----|---|---|--|--|---------|
|     |   | <ul style="list-style-type: none"> <li>Participate and contribute to development (<i>kind/cash</i>)</li> <li>Participate in democratic activities</li> <li>Maintain peace &amp; Security</li> <li>Main source of labour</li> </ul>  | <ul style="list-style-type: none"> <li>Integrity</li> <li>Good Governance</li> <li>Need Empowerment (socio-economic)</li> </ul>  | <ul style="list-style-type: none"> <li>budgets</li> <li>Complaints and demonstrations</li> <li>Failure to participate in development</li> <li>Can take legal measures</li> </ul>         |         |
| 6   | Office of the Controller and Auditor General (OCAG) | <ul style="list-style-type: none"> <li>Perform Oversight duties over council operations</li> <li>Control and Audit of Council Accounts/affairs</li> <li>Standards and Quality Control on service delivery</li> <li>Provide technical advice to council's internal controls</li> <li>Monitoring &amp; Evaluation on implementation of council Plans &amp; budgets</li> </ul> | <ul style="list-style-type: none"> <li>Compliance of policy, Laws and regulation</li> <li>Quality services delivered to targeted</li> <li>Good governance adhered</li> <li>Integrity and value for money</li> <li>Timely implementation and reporting</li> </ul> | <ul style="list-style-type: none"> <li>Distrust</li> <li>Adverse opinion on council financial affairs</li> <li>Can suggest authorities to take disciplinary or legal measures</li> </ul> | High    |
| 7   | Political Parties<br>a) The Ruling Party - CCM).    | <ul style="list-style-type: none"> <li>To provide leadership,</li> <li>To provide envisions through Election Manifesto</li> <li>To monitor implementation of manifesto,</li> <li>To supervise the gvnt</li> <li>Community mobilization.</li> </ul>  | <ul style="list-style-type: none"> <li>Improved services to community (Voters)</li> <li>The election party manifesto is well implemented,</li> <li>Legitimacy</li> </ul>   | <ul style="list-style-type: none"> <li>Distrust to council,</li> <li>Conflict,</li> <li>To take administrative measures against council</li> </ul>                                       | High    |
|     | b) Other Political (Opposition)                     | <ul style="list-style-type: none"> <li>To provide leaders,</li> <li>To provide directives through</li> </ul>  | <ul style="list-style-type: none"> <li>To get community trust.</li> <li>To attain legitimacy.</li> </ul>   | <ul style="list-style-type: none"> <li>Distrust, Conflict, Demonstration</li> </ul>  | Medium  |

| No. | Stakeholder's Name   | Role of Stakeholder (Service)  | Expectation of Stakeholder  | Potential Impact (If Expectation not met)   | Ranking |
|-----|--|--|---|---|---------|
|     | Parties  | Manifestos, <ul style="list-style-type: none"> <li>To monitor implementation of government activities,</li> <li>Community mobilization.</li> </ul>   | Oversight role.   |   |         |
| 8   | Civil Society Organisations (NGO, CBO, FBO)  | <ul style="list-style-type: none"> <li>Complement government efforts to provide services the community.</li> <li>Community mobilization</li> <li>Act as activists to review government policies</li> </ul>   | <ul style="list-style-type: none"> <li>Proper and timely provision of guidelines</li> <li>Recognition in development activities</li> <li>Good operating environment and survival.</li> <li>Proper resources' utilization</li> </ul>                     | <ul style="list-style-type: none"> <li>Untimely delivery of quality services to Community.</li> <li>Poor services</li> <li>Withdraw from providing services</li> </ul>                    | Medium  |
| 9   | Government Departments and Agencies (TARURA, TANROADS, TRA, RUWASA, TANESCO etc)                                   | <ul style="list-style-type: none"> <li>Provide services/utilities (roads, electricity, water etc)</li> <li>Technical support and consultation</li> <li>Resource mobilization</li> <li>Pay levies, Tax etc.</li> </ul>  | <ul style="list-style-type: none"> <li>Good operating environment</li> <li>Quality Service</li> <li>Value for money</li> <li>Compliance</li> </ul>  | <ul style="list-style-type: none"> <li>Shortage of required services</li> <li>Complains</li> <li>Laxity in paying levies</li> <li>Withdraw of services</li> <li>Legal measures</li> </ul> | Medium  |
| 10  | National Parliament( <i>The National Parliament and the Committees - LAAC, TAMISEMI and Administration, etc</i> ). | <ul style="list-style-type: none"> <li>Legislative Roles (Making and pass Laws)</li> <li>Discuss and authorise plans and Budgets for MDAs, RS and LGAs</li> <li>Monitoring &amp; Evaluation</li> <li>Oversee the Government (MDA, RS, LGA) operations</li> </ul> | <ul style="list-style-type: none"> <li>Compliance of policy, Laws and regulation</li> <li>Quality services delivered</li> <li>Good governance peace and stability</li> <li>Integrity and Value for money</li> <li>Timely implementation, and</li> </ul> | <ul style="list-style-type: none"> <li>Distrust</li> <li>Can deliberate disciplinary and legal measures</li> <li>Adverse opinion on council financial affairs</li> <li></li> </ul>        | High    |

| No. | Stakeholder's Name                                 | Role of Stakeholder (Service)   | Expectation of Stakeholder   | Potential Impact (If Expectation not met)   | Ranking |
|-----|--|---|--|---|---------|
|     |  | <ul style="list-style-type: none"> <li>Discuss and deliberate on CAG's opinion reports</li> </ul>   | reporting  |   |         |
| 11  | Development Partners                               | <ul style="list-style-type: none"> <li>Provision of technical and financial support</li> <li>Complement Government efforts to provide services to community.</li> </ul>   | <ul style="list-style-type: none"> <li>Transparency and Accountability.</li> <li>Quality service Delivery to the community</li> <li>Proper resources' utilization and Value for money</li> <li>Recognition &amp; Involvement</li> <li>Peace and tranquillity.</li> </ul> | <ul style="list-style-type: none"> <li>Misunderstanding leading to</li> <li>Untimely delivery of quality services to Community.</li> <li>Withdraw of support</li> <li>Pressure group</li> </ul>                                     | Medium  |
| 12  | Trade Unions (TALGWU, TUGHE etc)                   | <ul style="list-style-type: none"> <li>Advice on government policies</li> <li>Cooperation in management/ labour relations matters</li> <li>They represent workers dialogue with employers</li> <li>Monitoring and evaluation</li> </ul>   | <ul style="list-style-type: none"> <li>Improved and timely remunerations of workers</li> <li>Conducive working environment to workers</li> <li>Motivation to council workers</li> <li>Involvement in workers affairs</li> </ul>  | <ul style="list-style-type: none"> <li>Poor service delivery</li> <li>Conflicts and can organise go slow, demonstrations, strike &amp; protests</li> <li>Can mobilise council staff or workers to sue the council</li> </ul>        | Medium  |
| 13  | Business Community (despite being part of 5 above) | <ul style="list-style-type: none"> <li>Provision of services and goods to the community</li> <li>Advice on Government policies</li> <li>Paying relevant taxes/levies</li> <li>Adherence to government policies, law and regulations</li> <li>Advice on appropriate technologies and investment</li> </ul> | <ul style="list-style-type: none"> <li>Transparency &amp; cooperation</li> <li>Survival, Growth &amp; Profit Maximization</li> <li>Conducive investment environment.</li> <li>Stable environment for business &amp; market monopoly</li> </ul>                           | <ul style="list-style-type: none"> <li>Failure to provide quality goods/services</li> <li>Loss of business capital leading to fail to pay Taxes</li> <li>Illegal ways to conduct business</li> <li>Un-timely delivery of</li> </ul> | Medium  |

| No. | Stakeholder's Name   | Role of Stakeholder (Service)   | Expectation of Stakeholder   | Potential Impact (If Expectation not met)   | Ranking |
|-----|--|---|--|---|---------|
|     |  | opportunities   | <ul style="list-style-type: none"> <li>• Timely decision and less bureaucracy.</li> <li>• Recognition &amp; Involvement in Development of Plans, Programs &amp; Research</li> </ul>  | services to stakeholders <ul style="list-style-type: none"> <li>• Withdraw services</li> <li>• Conflict and Legal measures</li> </ul>   |         |
| 14  | Financial Institutions<br>(Include BOT, All Commercial Banks like NBC, NMB and CRDB, LGLB, SACCOS etc).  | <ul style="list-style-type: none"> <li>• Provision of financial &amp; Business services to the community</li> <li>• Provision of education on how to make investments</li> <li>• Provision of loans to the community.</li> <li>• Corporate Social Responsibility (CSR)</li> </ul> | <ul style="list-style-type: none"> <li>• Favourable operating environment</li> <li>• Profit maximization and growth</li> <li>• Market monopolization</li> </ul>  | <ul style="list-style-type: none"> <li>• Failure to provide financial service</li> <li>• Business withdraw</li> <li>• Fail to contribute Corporate Social Responsibility (CSR)</li> </ul> | Medium  |
| 15  | Training and Research Institutions   | <ul style="list-style-type: none"> <li>• Provide Training to governments staff</li> <li>• Conducting researches based on identified gaps</li> </ul>   | <ul style="list-style-type: none"> <li>• Recognition, involvement in plans and Research development.</li> <li>• Cooperation/facilitation of accurate data and information</li> </ul>   | <ul style="list-style-type: none"> <li>• Lack of in-depths understanding of gaps &amp; problems</li> <li>• Fail to meet tailor demands</li> <li>• Fail to contribute CSR</li> </ul>       | Medium  |
| 16  | Communication and Media (TTCL, Vodacom, Tigo, Airtel, Zantel) and Media institutions like Radio, Television stations, Social Media, Newspapers etc). | <ul style="list-style-type: none"> <li>• Informing, Educating and entertaining</li> <li>• Communicating government business and services</li> <li>• Community mobilization and awareness/education</li> </ul>   | <ul style="list-style-type: none"> <li>• Access to information</li> <li>• Timely service payment,</li> <li>• Cooperation &amp; recognition</li> <li>• Improved business environment,</li> <li>• Profit maximization</li> </ul> | <ul style="list-style-type: none"> <li>• Misunderstanding leading to misleading the community</li> <li>• Poor services</li> </ul>   | Medium  |

| No. | Stakeholder's Name   | Role of Stakeholder (Service)   | Expectation of Stakeholder   | Potential Impact (If Expectation not met)  | Ranking |
|-----|--|---|--|--|---------|
| 17  | Judiciary and other Law firms ( <i>Courts, Ward Tribunals, Land Tribunals, &amp; Private law firms</i> ).        | <ul style="list-style-type: none"> <li>• Interpretation of laws for maintenance of justice</li> </ul>   | <ul style="list-style-type: none"> <li>• Compliance of laws</li> <li>• Justice seen done</li> <li>• Awareness creation on laws</li> </ul>  | <ul style="list-style-type: none"> <li>• Failure on provision of education to community.</li> </ul>  | Medium  |
| 18  | Defence and Security Forces ( <i>Defence &amp; Security Committee under DC</i> )                                 | <ul style="list-style-type: none"> <li>• National defence</li> <li>• Maintenance and enforce law and order</li> <li>• To facilitate Peace and security in the country</li> <li>• Community mobilisation to participate in defence and security matters</li> <li>• Intelligence, Detection and intervention</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance to Law, Order, rules and regulations</li> <li>• Good Governance adhered</li> <li>• Law and order in the City maintained.</li> <li>• Council/Community participate in defence and security</li> </ul> | <ul style="list-style-type: none"> <li>• Unstable peace and order in the community</li> <li>• Can take legal, criminal procedures</li> </ul> | High    |
| 19  | Other LGAs ( <i>Mainly bordering LGAs where we share cross-border business and sometimes border conflicts</i> ). | <ul style="list-style-type: none"> <li>• Sharing experiences including levies and rates.</li> <li>• Business and market transactions</li> <li>• Good community border relationship/collaboration</li> </ul>   | <ul style="list-style-type: none"> <li>• Sharing experiences including levies &amp; rates</li> <li>• Business and market transactions</li> <li>• Good community border relationship/collaboration</li> </ul>   | <ul style="list-style-type: none"> <li>• Misunderstandings</li> <li>• Tax evasion</li> <li>•</li> </ul>                                      | Medium  |

## 2.4 ENVIRONMENT SCANNING

As part of the strategic planning process, the Council undertook an internal and external environmental assessment in order to identify the strengths, areas for improvement and expectations of the clients. The analysis was carried out under the internal and external environment. While the former is the environment in which the council has a reasonable degree of influence and the latter it has no reasonable degree of influence. The internal scan aimed at identifying areas of strength and areas of improvement. While the external scan aimed at identifying opportunities and risks/challenges.

### 2.4.1. INTERNAL ENVIRONMENT SCAN

In assessing the internal environment, the Council used two key methods; undertaking a service delivery survey and conducting (council service delivery status) and a self-assessment which helped to identify some strengths and areas for improvements. The objectives of the service delivery survey were; to inform this strategic planning process by providing opinions on how best the Council may deliver its services and assessing its performance in particular issues, to provide information that may be used to review the strategies and finally to provide information that may be used to benchmark future performance improvements.

The Tanga City Councilwide initiatives include three major elements which are Strategy Development, Performance Management and Public Engagement. Strategic development Identifying the City highest priorities for the next five years and communicating these goals through the organization and the community. In Performance Management the Council Measuring the progress towards achieving the identified goals and communicating results with stakeholders while in Public Engagement. The internal component of the environmental scan of Tanga City Council includes assessment of the organisation's internal Strengths and Weaknesses, which assessing the current of Council's organisation structure especially its performance. Doing the Internal Environmental Scan helps the Council to understand the possessed internal *Strengths* as well as *Weaknesses*. Under the Internal analysis the council looks to identify and assess its Strengths and Weaknesses in order to establish "*What do they want to protect that they have or are good at doing, at the same time identify what they want to improve that they have or are good at doing?*"

The internal environmental scan involved an assessment of five criteria for running any organisation. The criteria chosen were Organisational Structure (*Leadership & Management*); Human Resource management; Infrastructures (*Buildings, Equipment and Technology*); Financial Resources; and Community (*Participation & Partnerships*). This assessment identified areas where the council is doing relatively well and areas which would require improvements in the future. The SWOC analysis was undertaken to identify key strengths and opportunities that the Council will take advantage of,

weaknesses and threats/challenges it will mitigate against when implementing this Plan.

**a) Organisation Structure (*Leadership & Management*)**

Leadership relates to the Councillors and management team, how they inspire, drive and reflect total quality as the council's fundamental process for continuous improvement. Within this criterion, leaders need visibly to demonstrate their commitment to excellence and continuous improvement. This criterion focuses on how leaders recognise and appreciate the efforts and achievements of their employees. In addition, there also needs to be evidence regarding how leaders are involved with their customers' suppliers and external organisations.

In this criterion we considered how our leaders develop and facilitate the achievement of the mission, develop values and ethics and are role models of a culture required for long term success and take appropriate actions and behaviours to implement them, and are personally involved in ensuring that the organisation's management system is developed and implemented.

**b) Human Resource Management (*Staff*)**

People examine the management of the organisation's employees and how their full potential is harnessed to improve service delivery. There are several important areas within this category concerned with: planning and improvement, how capabilities are sustained and developed; how targets are agreed and performance continuously improved, involvement, empowerment, recognition and caring. Staff management involves consideration of how the organisation manages, develops and realizes the knowledge and full potential of its people at an individual or department levels and organisation-wide level, and plans activities in order to support its policy strategy and the effective operation of its processes.

Also the criterion sees how much the organisation is achieving in relation to the satisfaction of its employees. Again the perception of the employees in relation to the organisation is important and any additional measures relating to employee satisfaction need to be considered.

**c) Core Processes**

This is about how the council designs, reviews, manages and improves its processes in order to support its policy and strategy and fully satisfy, and generate increasing value for its communities and other stakeholders. It addresses how critical processes are identified, reviewed and revised to ensure continuous improvement of the council's business and/or service to achieve its long term mission. Also how the processes are improved using innovation and creativity and how processes are changed and the benefits evaluated.



#### **d) Infrastructures (*Buildings, Equipment and Technology*)**

Infrastructure in the local governments provides the groundwork and major basis upon which performance may be demonstrated, then enhanced, and ensuring a careful consideration and thorough planning, with constant analysis and intervention leading to adaptation, given enough feedback from the community and stakeholders.

The Government have laid stress on physical infrastructure as the engine for socio-economic growth and development. They include infrastructure like transportation, communication, sewage, water and electric systems. If well developed, they stimulate economic development, but if inadequate, they prove to be hindrances in the growth process. Adequate availability of power supply would accelerate the pace of production activity; adequate means of transport and communication would facilitate market reach; digital connectivity in today's world is probably another essential pillar of economic infrastructure; and so on and so forth.

But it is obvious, for sustainable growth and development the creation of social infrastructure is important. These include health facilities, education, social care, culture, and emergency services that keep development initiatives on tracks. Social Infrastructure thus focuses on human resource development, implying the development of skilled personnel as well as healthy and efficient human beings, including institutional infrastructure to support these. Accordingly, physical and social infrastructures are complementary to each other; one reinforces the impact of the other.

The direct relationship between sustainable growth and development with both physical and social infrastructure is well defined. Despite various development plans, lack of or inadequate basic infrastructure, both social and physical, continues to remain a major constraint to progress in Tanga City council. The poor physical infrastructure has acted as roadblocks hindering the socio-economic development of the council, thus increasing the sense of alienation that has led to other social issues. Thus, TCC must expedite the development and growth of infrastructural facilities to augment the pace of the economic development in the council.

Concerning ICT, the Government of Tanzania have developed the "National ICT Backbone Broad Band" to accelerate online service delivery. This is a shared facility that can be used by different public organizations and private sector to create their own online services. Electronic services provide the fundamental interface for community's increasing interaction with web-based economic, political, and educational institutions and are at the forefront of the delivery and collection of information that impacts diverse facets of community. Electronic services is important for innovative research on the design, delivery, and its impact via a variety of computing applications and communications technologies. Electronic services offers both private and public sector perspectives and explores new approaches in e-business and e-government as well.

### **e) Financial Resources**

The public examines organisation's management and employees on how they plan, raise and manage financial resources in harnessing to improve service delivery. This is in connection with key performance results which reviews what the organisation is achieving in relation to its planned objectives and in satisfying the needs and expectations of organisation's stakeholders interested in the organisation. Financial measures of the organisation's performance and any additional need to be considered. Undoubtedly, finance is one of the most important aspects of organisation's business. With big some of funds, daily cash flow and continuous transaction, managing and monitoring etc. turn it necessary to keep a close eye on it. Specifically financial management helps the organisation determine what to spend, where to direct spending and when to spend.

Good financial resources management is key to achieve the goals of the organization. Situations in which the shortage of funds can compromise the short term operations must be avoided. *For example, if the organization doesn't have enough funds to pay salaries or buy raw materials.* On the other side, an excess of financial resources can lead to a high opportunity cost. Budget control and analysis play an important role in financial management, whereas efficient management should react quickly to changes in the environment and pursue a healthy stock of financial resources, according to the needs

Financial management is one of the most important aspects in an organisation'. In order to smoothly run a successful organisation, an excellent knowledge in financial management is crucial. Financial management is basically made on elements like financial planning which is the process of calculating the amount of capital that is required by an organisation and then determining its allocation.

### **f) The Partnerships (Community & Participation)**

Community's perception probes what the council is achieving in satisfying their needs and expectations at large. This area includes the perception of the council's approach to quality of life, the environment and the preservation of public resources and the council's own internal measures of effectiveness. Also it examines what the council is achieving in relation to the satisfaction of its stakeholders. The two main areas within this criterion relate to the stakeholders' perception of the council's deliverables, and customer relationships and additional measures relating to the satisfaction of the council's customers.

As explained in the introduction, the Council undertook self-assessment exercise using SWOC, which helped to identify some strengths and areas for improvements. The following are the findings of the self-assessment process.

**Table 2.52: A summary analysis of the criteria is presented below.**

| <b>CRITERIA</b>  | <b>STRENGTHS</b>  | <b>WEAKNESSES</b>  |
|--|---|--|
| Organisation Structure( <i>Leadership &amp; Management</i> )   | <ul style="list-style-type: none"> <li>• Availability of council by laws, regulations and guidelines</li> <li>• Availability of control system</li> <li>• Effective and adequate internal control</li> <li>• Strong Leadership and management Team</li> <li>• Existing cooperation among Council staff and leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Lack staff motivation Policy</li> <li>• Lack of records management policy</li> <li>• Lack effective inventories management</li> <li>• Fail to enforce of some by laws</li> </ul>  |
| Human Resource management  | <ul style="list-style-type: none"> <li>• Presence of competent, skilled and experienced staff</li> <li>• Good working environment</li> <li>• Diversification of staff skills</li> <li>• Team work spirit</li> <li>• Good Job security</li> <li>• Availability of Training programme</li> </ul>                                | <ul style="list-style-type: none"> <li>• Insufficient budget to support capacity building</li> <li>• Lack of sustainable motivation and incentives</li> <li>• Inadequate commitment to some of staff</li> <li>• Shortage of staff especially on extension levels</li> </ul>    |
| Infrastructures( <i>Buildings, Equipment and Technology</i> )  | <ul style="list-style-type: none"> <li>• Availability of Office facility for all departments</li> <li>• Availability of transport facilities and working tool</li> <li>• Availability of social services facilities</li> <li>• Presence of office infrastructures in wards and Mitaa</li> </ul>                               | <ul style="list-style-type: none"> <li>• Shortage of working tools</li> <li>• Shortage of infrastructure eg classrooms etc.</li> <li>• Inadequate technology</li> <li>• Inadequate office infrastructure at lower level</li> <li>• Shortage of transport facilities</li> </ul> |
| Finances( <i>fundraising capability, financial management system,&amp; diversification of sources of funding</i> ) | <ul style="list-style-type: none"> <li>• Presence of various own sources of revenue</li> <li>• Availability of financial resources</li> <li>• Good revenue collection machinery</li> <li>• Good financial management system</li> <li>• Presence of electronic payment system</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Unfaithful of some employees in revenue collection</li> <li>• Budget deficit especially development</li> <li>• Failure to recover some loans from WYDF</li> </ul>   |
| The Partnerships( <i>Community &amp;</i>   | <ul style="list-style-type: none"> <li>• The Community is ready to participate</li> <li>• Good relationship with</li> </ul>   | <ul style="list-style-type: none"> <li>• Low commitments of community in council development</li> </ul>  |

| CRITERIA             | STRENGTHS  | WEAKNESSES  |
|----------------------|--|---|
| <i>Stakeholders)</i> | development partners/CSO <ul style="list-style-type: none"> <li>Cooperation available from different stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>Low commitments of community in council development</li> </ul> |

## 2.4.2. EXTERNAL ENVIRONMENT SCAN

In assessing the external environment, the Council used two key methods; undertaking an assessment of the External environment Scan the city council looked to identify potential opportunities and challenges (threats) available to its external environment using PESTEL as a tool with the aim of taking advantage of Opportunities available, at the same time identify and defend against the Challenges available, and looking at the national planning frameworks including international agreements and protocols.

The Assessment of the External environmental carried by the City Council included a review of the service community and the broader environment in which the Council operates, to identify the Opportunities and Challenges available in the environment. The City council need to think strategical and pay attention to the changes that takes place among community's or clients, development partners, technology, the economy, politics, or employment levels, and then ask themselves "What repercussions will these changes have on our organisation?" and "What changes do we have to implement today to actively address the future?"

### 2.4.2.1. The National Planning Frameworks

Strategic Planning process of Tanga City council is guided by the national planning frameworks as well as international protocols and agreements. These frameworks provide direction and guidance to public and private sectors on national priorities for socio-economic development to be considered during planning process. The current national frameworks which include:-

#### 1. The Tanzania Development Vision 2025

Tanzania's National Development Vision-2025 (NDV-2025) is the leading document that gives the direction that Tanzania plans to go. The Vision is an articulation of a desirable future condition or situation which Tanzania envisages to attain and the plausible course of action to be taken for its achievement. Against this background, Tanzania's strategic direction is to transform the country to a middle income country by the year 2025, with a diversified and semi-industrialized economy that is growing at 8% and above. Through implementation of the Vision 2025, Tanzania geared to move from a least developed country to a middle income country by 2025, and that a solid foundation for a competitive, dynamic and highly productive economy will have been laid by this time.

The objective of the Development Vision 2025 is to awaken, coordinate and direct the people's efforts, minds and national resources towards those core sectors that will

enable us to attain our development goals. The agricultural sector is identified as an important arena where strategic interventions will be implemented in order to contribute to the building of a strong solid foundation for a highly productive, competitive and dynamic economy. It is envisaged that agriculture will be a major source of raw materials for the industrial sector which is seen second under this goal.

The Vision envisions that Tanzania will have the following attributes by the year 2025 that it will focus on and ensure:

- a) **High quality livelihood:** A nation's development should be people centred based on sustainable and shared growth and be free from abject poverty;
- b) **A strong and competitive economy:** Emphasises the need to have an economy which can effectively cope with the challenges of development and which can easily benefit from global economy;
- c) **Good governance:** Entails to strengthen a culture of accountability, rewarding good performance and effectively curbing corruption and vices in the society;
- d) **A well-educated and learning Society:** Envisages a nation whose people are engrained with a developmental mind set and competitive spirit; and
- e) **Peace, stability and unity:** Peace, political stability and national unity and social cohesion are important pillars for realisation of Vision.

In order to attain those aspirations, determination and discipline in planning and implementation is important. MDAs, Regions, LGAs, Private Sector, Non-Governmental Organisations (NGOs), and Civil Society, Cooperative Societies, Village and all other social groups should direct their efforts to contribute to the realisation of the Vision 2025.

## **2. Medium Term Plan (MTP)**

In 2000, the Government approved for implementation the MTP as a vehicle to operationalise the Vision's aspiration. The intention is to phase the Vision's long-term development aspiration into implementable short and medium term. The terms of scope and content of MTP is: To provide the framework for the policy options, sector objectives, strategies and targets; Provides linkages between sector policies, programmes and strategies; It also articulates roles and responsibilities of different sectors (public and private) in achieving the Vision; and It identifies priority areas to be focussed on by all players including those that are mainly the responsibility of the Government.

Implementation of MTP is based on the following principles:-

- a) **Empowerment and Enhancing Grassroots Participation:** this entails empowering LGAs and communities as well as promoting broad-based grassroots participation in all decision making processes.
- b) **Private sector development:** the private sector has a greater role to play in the economy. Thus conducive environment for the private sector to grow more is imperative.

- c) **Social and Gender equity:** wealth creation and distribution in the society should be as equitable as possible and free from all forms of social and political discrimination.
- d) **Environment and Sustainability:** all development activities must take into account the issues of environment protection and preservation for sustainable development.
- e) **Democracy and Good Governance:** in order to promote democracy and good governance at all levels government activities should be guided by respect for the rule of law, accountability and transparency.
- f) **Capacity Building:** capacity at all levels should be enhanced to ensure efficient and effective coordination of development activities between sectors, among regions, between Central and LGAs, and within private and public sectors.
- g) **Effectiveness and Efficiency:** All socio-and economic activities should be consistent to agreed national policies and should operate in the context of market forces in order to foster competitiveness in the economy.
- h) **Balanced Regional Growth:** all plans should address regional developmental imbalances by eliminating the existing discriminatory forces.

Therefore, all sectors and institutions should take into account the MTP framework in preparing their plans.

### **3. National Five Year Development Plan – III**

In between 2008/09 the government adopted a principle for implementation of MTP by dividing the long term plan into three five years development plans, starting 2010/11. The objective was to keep the implementation focused and speed up realisation of “The Development Vision 2025.

The third Five Year development Plan (FYDP III) 2021/22 – 2025/26 has the following objectives:

- a) Increase the GDP annual growth rate from 6% in 2021 to an average of 8% by 2026.
- b) Increase internal revenues from 15.9% of GDP in 2021/22 to 16.8% in 2025/26.
- c) Inflation to remain low between 3.0% and 5% over the medium term
- d) Foreign exchange reserves to meet the requirements of imports and foreign services for a period of not less than four months, and
- e) The creation of eight million new jobs in the private sector between 2021 and 2026.

Furthermore FYDP III has identified and targets five priority areas follows:

- i). **Stimulating a competitive and Participatory Economy**

Building a competent community of regional and international competition; stimulating the stability of economic indicators; strengthening the business and investment environment; stimulating foreign technology transfer; and developing railway infrastructure and services, roads, bridges, water and air transport, ICT, energy, ports and airports and airlines.

ii). **Strengthening Industrial Production and Service Delivery Capacity**

Industrial Projects aimed at adding value to agricultural, livestock, fisheries and mining products as well as products that will use raw materials and resources available in the country. Also projects and targeted programs to improve tourism, finance and insurance services.

iii). **Promoting Investment and Trade**

Such initiatives to strengthen local markets and take advantage of regional and international marketing and business promotion opportunities. Marketing will target national products, including those from agricultural, livestock, fisheries and forests.

iv). **Stimulating Human Development**

Projects that focus on improving people's lives including: Education and training in general; Health and social welfare; Social protection; Water and sanitation services; Town planning, housing and housing development; and mitigating the impact on climate change.

v). **Human Resource Development**

Programs and strategies aimed at developing the knowledge and skills of human resources in the country, from pre-primary to tertiary levels including enabling young people to become self-employed. Similarly, steps for improving the provision of vocational education and technical training to increase productivity and competitiveness of the citizens in using the resources available in the country to bring development.

#### **4. CCM Election Manifesto 2020 - 2025**

Development is a political process, among other things. The political factor in the development processes of countries, including Tanzania, cannot and should not be neglected. "Chama cha Mapinduzi" (CCM) is the ruling party, and the government that is in power is supposed to be implementing the ruling party election manifesto for 2020 general elections.

The CCM election manifesto 2020 – 2025 document contains what the party promised Tanzanians to deliver during the 2020 election campaigns. The FYDP-III will be highly informed by the CCM election manifesto 2020 - 2025. The FYDP-III and subsequent annual plans and accompanying budget are among the avenues through which the manifesto is implemented. Generally, what is contained in the manifesto is very similar to what is contained in the National Development Vision 2025, but, in a detailed way.

The CCM as a ruling party aims:-

- To protect and strengthen the principles of human dignity, equality, justice and good governance in order to maintain peace, unity and solidarity in the country.
- To develop a modern, integrated and competitive economy built on the basis of manufacturing, economic services and infrastructure.

- To revolutionize agriculture, livestock and fisheries to ensure food security and sustainable livelihoods and contribute fully to the development of our country.
- To enhance access to quality health care, education, water, electricity and decent housing in both rural and urban areas.
- To encourage the use of research, science, technology and innovation as a tool for rapid social and economic development.
- To create at least eight million jobs in the formal and informal sectors especially for youth.

## **5. National Government Policies**

While Vision 2025, MTP, Election Manifesto and National FYDP-III provide guiding frameworks on cross-sector and general issues, sector policies and strategies provide guidance on sector specific issues. These sector policies and strategies should be linked to the national frameworks and in a specific and systematic way show how to achieve the national goals and objectives by identifying sector interventions.

The review of the 2015/16 – 2019/20 Strategic Plan has considered existing macro policies, plans and strategies including Policies and statements reflected in the Tanzania Development Vision 2025, CCM Election Manifesto 2020 – 2025. Tanga City Council is responsible for administration and implementation of these policies at council and grass root levels. Hence this plan incorporates the requirements of various sector policies under our mandate.

## **6. Decentralisation Process**

The decentralisation policy paper of 1998 spells out government's objective of devolving powers and responsibilities to autonomous local authorities. The government is reviewing the policy with the major aim to strengthen decentralisation process through involvement of all stakeholders and reallocation of government major roles and responsibilities.

The devolution of powers, authority and responsibilities as given by the regional and local government strengthening programme has nine main dimensions:- Political decentralization, that is devolution of powers to locally elected councils, Village governments and Mitaa; Assignment of roles and responsibilities, entailing distributing the functions and mandate of public service delivery across different levels of government to create synergy; Fiscal decentralisation, that is giving discretionary powers to LGAs to mobilise revenues and pass their budget to undertake their mandated functions based on local priorities but within broad national policies; and Human Resource and Administrative decentralisation;

Other areas include Local economic development, by devolving power and resources to local councils to strengthen coordination of local economic development initiatives to further the social and economic development of their areas; Social Services Delivery, that is capacitating enhancement to local authorities for proper management of sustainably



social services delivery to promote the social welfare and economic well-being of all persons; Community Participation on social, political and economic management; Central government and Local governments' relationships, a role which becomes more of facilitating.

The implication of the above is that while the central government would expect LGAs to prepare plans and budgets in accordance with the national frameworks, it should remain conscious of the government commitment to maintain and expand the scope of their autonomy. Within local authorities, a similar phenomenon should align responsibilities between the council and its lower levels to further decentralisation to wards, villages and Hamlets.

## **7. The Plan and Budget Guidelines (PBG)**

The Plan and Budget Guidelines are instructions or guidance to MDAs, Regions and LGAs on how socio-economic policies as approved by the Cabinet are to be translated into workable plans and programmes and how they are implemented through budget preparation processes. The PBGs are prepared annually by the Budget Guidelines Committee comprised of representatives from central ministries.

The Plan and Budget Guidelines draws inputs from various processes such like: The Public Expenditure Review (PER) process; Mid and Annual review of sectors; Surveys and census reports and analytical studies; and, Poverty and Human Development report – Biannual.

The Plan and Budget Guidelines contain the following information:

- A summary of the macro economic performance in the previous year.
- Policy commitments and strategies.
- The influence the government intends to exert on the credit system and general liquidity, inflation and employment levels.
- Forecasted resources envelope and expenditure framework on recurrent and development budget.
- Expenditure ceilings to guide MDAs, Regions and LGAs by using SBAS Macro Version.
- Instructions and formats to MDAs, Regions and LGAs that should be adhered to during preparation and implementation of their plans and budgets.

## **8. United Nations' Sustainable Development Goals (SDGs)**

Following the deadline of the Millennium Development Goals (MDG) in 2015, the UN member head of states adopted global Sustainable Development Goals from 25th September, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member of state has committed to achieve 17 goals by 2030 deadline. Therefore, Tanga City council strategic plan shall serve as one of the national vehicles in realizing the goals, thus it also deserves the global and national support in that endeavour these

goals which the council has the role to play and realization of these goals in unleashing Tanzania as a country to achieve.

#### **2.4.2.2. PESTEL Analysis**

PESTEL is used to assess the current forces trending within the area of the Council and that have effects on the operations of the City council. PESTEL stands for Political, Economic, Sociology, Technological, Environment and Legal phenomenon. External Environment Scan aimed at identifying the various forces in the external environment exerted to the City Council. These forces pose positive attributes known as opportunities and negative attributes known as challenges, and are summarized or enlisted them. Below are the key findings of these two components of the external environment scan.

##### **a) Political Trends**

Political trends include government's structure, leadership and policies, regulatory frameworks and; taxes; all democratic elections; inter-country relationships or attitudes, terrorism, and all forms under the mode of production set up. Tanzania is practicing democratic governance from the lowest level of Mtaa up to the highest level through multi-party political system. There is no conflict related to the political trends indicating that there is peace and tranquility thus, developments and Government reforms will take place to enhance service delivery capacity of the council. Councilors, Mtaa chair-persons and committee members are democratically elected to represent the citizen in the Council development decision.

It is recognised that political stability, democratisation and empowerment of stakeholders, constitutional review process and changing local governments and sectors through local and sector reforms are critical success or failure factors for any LGA. In addition international and regional relationships, global and national security, public demand for transparency and accountability has great and underlying influence on policy and operational direction of the council.

##### **b) Economic trends**

Economic includes government taxation and spending; exchange rates; tariffs; inflation; disposable income; imports and exports; job growth or unemployment; and production levels like industrial, agriculture, trade or commerce, livestock, transportation, mining, construction etc. Tanzania is the second largest economy in the East African Community and among the largest ten in Africa. The country is largely dependent on agriculture for employment, accounting for about 50-60% of the employed workforce. Strong growth and job creation are needed to address unemployment.

It is in this context that simplification of processes in consultation with private sector through the Public Private Partnership dialogue at various levels was initiated, with an objective of creating an enabling environment for investment flow,

industrial growth and employment or labor creation also implementation of a Business Blue Print. Some results have been seen such that tax and other related laws are now being reviewed and the Bank of Tanzania is closely monitoring the financial sector to minimize interest rates and risks for lending or borrowing.

TangaCity council has a comparative advantage on climate and soil fertility suitable for high agricultural yield in maize, potato (Irish and sweet), paddy, beans, banana etc. as well as cash crops such as coffee, pyrethrum, tomatoes, round potatoes etc. also there is animal husbandry focusing in meat and dairy cattle, poultry etc. These activities create economic activities to engage the majority of the population while at the same time generating income for taxation and levies. These assist the improvement of Council Revenue through payment of service levies and other charges.

TangaCity council economy profile shows key economic activities identified include trade and commerce, agriculture and livestock, mining and constructions, of which agriculture is the highest occupation of about 85% of the population. This is an indication that the Council must be posed to deliver relative services supporting each type of economic activity for improved business and economic growth, optimizing opportunities in the key national policies. At the same time it is the economic environment that enables higher collections of revenue by the Council and the Government.

These trends presents a series of associated opportunities and threats. We anticipate that Tanzanian economy and own source revenue will continue to grow, within the planning period 2021/22 – 2025/26, trade activities will increase due increase and improved identified areas of tourist attractions, growing private sector, unemployment and underemployment are all real factors to be considered and noted. The outcome of these prospects is increased council own source and governmental development grants.

### **c) Sociological Trends**

Sociological trends parameters include demographics (*age, gender, race, family size, etc.*), education, occupation, lifestyle changes, population shifts, fads or changing community values, education, health, living standards, immigration/emigration, diversity, housing trends, attitudes to work, leisure activities, occupations, and earning capacity. Other parameters could be religion and ethnic group for which Tanzania is regarded as discriminative

The demographic changes and urbanization, changing consumption trends and patterns, increasing and high poverty levels, changes in land use patterns, and empowerment of communities. Also it includes factors to do with wide income disparities, ethnic challenges, and differences in social values, corruption and emerging and re-emerging disease incidents. During our strategic planning effort, we identified among others two sociological trends that may impact operations like HIV/AIDS, and Population growth.

The HIV/AIDS pandemic is not only a public health issue but also a problem that contributes immensely towards devastation of national and household economies. The consequences of HIV/AIDS in the Tanzanian socio-economic environment are very conspicuous to date than ever before as it is noted that the pandemic is more rampant within the age profile of 15-49 years. It is envisaged that the pandemic will continue to downsize our population including our qualified staff, thus threatening our capacity to deliver quality service.

#### **d) Technological Trends**

Technological trends implies means inventions and innovations, research, new discoveries, communications, manufacturing advances, information technology, internet, transportation technology, bio-tech, genetics, agro-tech, waste recycling, etc. Tanzania is among the developing countries optimizing the use of modern technology to reduce transactional costs. Technological inputs include buildings, road networks, electricity, water, ICT and the knowhow (expertise or specialized skills). These inputs enables the effectiveness of the council and they are not static since technology is dynamic since it must cope with varying demand and industry standards.

Technology will continue to provide an important tool to improve performance, but we recognize that it needs to be adopted in a managed fashion. A computerized working environment will allow us to do more and to work better. It will also allow us to communicate better with stakeholders. To make the most use of technology, we will need to ensure we have the right skills to use, support, and maintain it.

Application of intelligent workstations and other communication technologies have led into council going into Local Area Network (LAN) and Wide Area Network (WAN). Information Technology specifically reduced transaction costs, physical contact and enables commoditization of services such that payments, registrations, feedbacks or documents can easily be conducted electronically using internet or mobile phones. Such modalities would promote access to opportunity due to efficiency in communication thereby increasing private sector investment and revenue increase to the Council.

Similarly, in order to improve effectiveness and efficiency as well as attract and retain talented staff, our working environments will need to improve. It implies that the Council must match with the vast and dynamic trends in ICT applications and benefits which would likely vary the interest of the major stakeholders. However, financial constraints will continue to make it.

#### **e) Physical, Ecological or Environmental Trends**

The major external factors are those that deal with the environment and its impact on land conservation. It should be understood that some of these include global climatic and ecological changes, Environmental issues, weather and climatic

conditions, land degradation, lack of environmental awareness at council and community levels, challenge in implementation of National Environmental Act, etc.

The Tanga region is endowed with a varied flora and fauna with extensive populations of eucalyptus and pine tree genus. Miombo woodland is predominant in the City mid and lowlands. Those areas with higher rainfall support forest, often evergreen and bamboo thickets, except at the highest elevation, where afro-alpine grasslands exist. TangaCity Council is comprised of ecologically important mountains a of Poroto and Kawetere/Lwanjilo.

The major challenge facing the environment is the deforestation and the fact that almost over 90% households use charcoal and fuel wood as source of power. This accounts for better afforestation initiatives and incentives to promote better forest concentration. On the other hand, rapid urbanization of small towns is source of environment degradation due to improper agriculture practices, overgrazing, unacceptable waste management practices and community awareness and commitment to abide with standards preference to traditional practices.

#### **f) Legal Trends**

Legislative issues which will need to be addressed shall focus on factors such as conflicting sectoral Acts, dissemination of new acts and regulation to stakeholder such as Local Government Authorities Acts Cap 287, 288 and 290; Regional Administration Act, Cap 97; Public Procurement Act, 2004, Public Service Act, No. 8 of 2002 International Public Sector Accounting Standards (IPSAS) and public regulations.

The council assessment of these external forces (*Political, Economic, Sociological, Technological, Environmental, and Legal trends*) showing potential opportunities and challenges for each trend assessed is summarised in the table below.

**Table 2.53: Summary of External Environmental Scan (Opportunities & Challenges)**

| <b>PHENOMENA</b> | <b>OPPPORTUNITIES</b>  | <b>CHALLENGES</b>   |
|------------------|--|---|
| Political        | <ul style="list-style-type: none"> <li>• Political Stability</li> <li>• Peace and good leadership</li> <li>• Presence of full council (decision making)</li> <li>• Supportive political leaders to development</li> <li>• Presence of Political parties</li> <li>• Availability of ruling party (<i>CCM</i>) Manifesto</li> </ul>  | <ul style="list-style-type: none"> <li>• Political interference to the council operations.</li> <li>• Adhoc directives outside the budgets</li> </ul>   |
| Economic         | <ul style="list-style-type: none"> <li>• Availability of various industries</li> <li>• Gargantuan business growth in the city</li> <li>• Good transport system (Water, Rail, Roads, Air)</li> <li>• Presence of Tanga Port</li> <li>• Availability of tourism attraction sites</li> <li>• Presence of many financial institution</li> <li>• Availability of improved technology for artificial insemination, horticulture, etc</li> <li>• Prospects of Chogoleani jet port crude oil pipe from Uganda</li> </ul> | <ul style="list-style-type: none"> <li>• Unpredictable markets</li> <li>• Lack of market infrastructures for transporting horticulture raw produce</li> <li>• High cost of Agricultural inputs</li> <li>• Untapped tourist as a source revenue.</li> <li>• High interest rate on bank loans</li> <li>• High unemployment rate</li> <li>• Unpredictable exchange rates.</li> </ul> |
| Sociological     | <ul style="list-style-type: none"> <li>• Availability of demographic data from NHPS</li> <li>• Increased population (labour force, internal market and Tax base)</li> <li>• Presence of stakeholders participating in social service delivery</li> <li>• Presence of donors/development partners</li> <li>• Availability of cost shearing scheme policy</li> <li>• Education without pay Policy</li> </ul>   | <ul style="list-style-type: none"> <li>• Increased population calls for more service</li> <li>• Increase in dependent ratio</li> <li>• Traditional believes and culture (<i>Early marriage, child abuse etc</i>)</li> <li>• Increase to human that may lead environment pollution</li> <li>• Existence of family neglect practice</li> </ul>                                      |

| PHENOMENA                               | OPPPORTUNITIES  | CHALLENGES   |
|---|---|--|
| Technological                           | <ul style="list-style-type: none"> <li>• Presence of National ICT broadband backbone (Mkongo wa Taifa)Availability of good city roads networks</li> <li>• Availability Communication Operators</li> <li>• Availability of ICT systems</li> <li>• Reliable electricity power</li> <li>• Revamping of Tanga to Mnyusi rail line which heads to Moshi and Dar</li> </ul> | <ul style="list-style-type: none"> <li>• High cost of technology</li> <li>• High cost of technological services impairs community affordability</li> </ul> |
| Ecology,<br>Physicalor<br>Environmental | <ul style="list-style-type: none"> <li>• Presence of giant water body (Indian ocean)</li> <li>• Attractive terrain and attractive land scape</li> <li>• Availability of natural resource (Forest, minerals )</li> <li>• Availability Arable land</li> <li>• Abundant land for settlement</li> </ul>   | <ul style="list-style-type: none"> <li>• Environment Degradation</li> <li>• Land disputes</li> <li>• Unutilised coast beaches</li> </ul>                   |
| Legal                                   | <ul style="list-style-type: none"> <li>• City land tribunal</li> <li>• Availability of Legal institution</li> </ul>   | <ul style="list-style-type: none"> <li>• High expenses to access legal services</li> <li>• Lack of Legal services in peri-urban areas</li> </ul>           |

## 2.5 SWOC ANALYSIS

One of the most fundamental tools for strategic market planning is the use of SWOC analysis template to evaluate potential success in the council. This simple tool is an extremely powerful ingredient in the recipe for organisational success, and is used by most business companies and organisations in strategic planning. The SWOC matrix involves a frank evaluation of an organisation's Strengths, Weaknesses, Opportunities and Threats.

SWOC analysis provides an efficient way to evaluate the range of factors that influence council's operation, and can give valuable guidance in making decisions about what to do next. It provides a highly productive way to get our key personnel involved in the management decision-making process. As a strategic tool, SWOC is of paramount important in Resource Mobilization efforts of a council. Before starting mobilization resources, it is important to do internal and external environment assessment within which our council operates. SWOC was carried out through a brainstorming session involving Council management and key stakeholders, during the Strategic Planning process. While strengths and weaknesses are internal to the city council, opportunities and challenges are external. The development of SWOC was facilitated by answering a series of leading questions that aim at reaching general agreement and to develop potential targets.

The city council has the strength that facilitates it to realize the undersigned mission. Also, there are some weaknesses that inhibit realization of the intended strategic objectives. The analysis of the strength and weaknesses reveals opportunities that the city council can capitalize on to improve its performance and overcome the weaknesses and challenges that affect performances. In addition, there are challenges that affect performances. The following is a summary of strengths, weaknesses, opportunities and challenges that the municipal council has to address.

During preparation of TCC strategic plan SWOC analysis was done to establish what potentials the Council has to support its efforts as well as the bottlenecks that slowdown its efforts. The city council planning team undertook self-assessment exercise using the model, which helped to identify some strengths and areas for improvements. The analysis evaluates the competencies and focuses on the management systems, technical capacity, human and financial resource capacity as well as other pertinent factors within the existing setup of the Council.

The following are the key findings of the self-assessment process;



**Table 2.54:** Elements of Internal Environment (Strengths & Weaknesses); External Environment (Opportunities & Challenges)

| STRENGTHS   | WEAKNESSES   |
|---|--|
| <ul style="list-style-type: none"> <li>• Availability of council by laws, regulations and guidelines</li> <li>• Availability of control system</li> <li>• Effective and adequate internal control</li> <li>• Strong Leadership and management Team</li> <li>• Existing cooperation among Council staff and leaders</li> <li>• Competent, skilled and experienced staff with diversification skills</li> <li>• Good working environment and Team work spirit</li> <li>• Good Job security</li> <li>• Availability of Training programme</li> <li>• Availability of Office facility for all departments</li> <li>• Availability of transport facilities and working tool</li> <li>• Availability of social services facilities</li> <li>• Presence of office infrastructures in wards and Mitaa</li> <li>• Presence of various own sources of revenue</li> <li>• Availability of financial resources and Good revenue collection machinery</li> <li>• Good financial management system</li> <li>• Presence of electronic payment system</li> <li>• The Community is ready to participate</li> <li>• Good relationship with development partners/CSO</li> <li>• Cooperation available from different stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>• Lack staff motivation Policy</li> <li>• Lack of records management policy</li> <li>• Lack effective inventories management</li> <li>• Fail to enforce of some by laws</li> <li>• Insufficient budget to support capacity building</li> <li>• Lack of sustainable motivation and incentives</li> <li>• Inadequate commitment to some of staff</li> <li>• Shortage of staff especially on extension levels</li> <li>• Shortage of working tools</li> <li>• Shortage of infrastructure eg classrooms etc.</li> <li>• Inadequate technology</li> <li>• Inadequate office infrastructure at lower level</li> <li>• Shortage of transport facilities</li> <li>• Unfaithful of some employees in revenue collection</li> <li>• Budget deficit especially development</li> <li>• Failure to recover some loans from WYDF</li> <li>• Low commitments of community in council development</li> <li>• Low commitments of community in council development</li> </ul> |
| OPPORTUNITIES   | CHALLENGES   |
| <ul style="list-style-type: none"> <li>• Political Stability, Peace and good leadership</li> <li>• Presence of full council (decision making)</li> </ul>  | <ul style="list-style-type: none"> <li>• Unpredictable markets</li> <li>• Lack of market infrastructures for transporting</li> </ul>   |

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Supportive political leaders to development</li> <li>• Presence of Political parties</li> <li>• Availability of ruling party (<i>CCM</i>) Manifesto</li> <li>• Availability of various industries</li> <li>• Gargantuan business growth in the city</li> <li>• Good transport system (Water, Rail, Roads, Air)</li> <li>• Presence of Tanga Port</li> <li>• Availability of tourism attraction sites</li> <li>• Presence of many financial institution</li> <li>• Prospects of Chogoleani jet port crude oil pipe from Uganda</li> <li>• Availability of demographic data from NHPS</li> <li>• Increased population (labour force, internal market and Tax base)</li> <li>• Presence of stakeholders participating in social service delivery</li> <li>• Presence of donors/development partners</li> <li>• Education without pay Policy</li> <li>• Presence of National ICT broadband backbone (Mkongo wa Taifa)Availability of good city roads networks</li> <li>• Availability of ICT systems and Reliable electricity power</li> <li>• Revamping of Tanga to Mnyusi rail line which heads to Moshi/Dar</li> <li>• Presence of giant water body (Indian ocean)</li> <li>• Attractive terrain and attractive land scape</li> <li>• Availability of natural resource (Forest, minerals )</li> <li>• Availability Arable land</li> <li>• Abundant land for settlement</li> <li>• District land tribunal</li> <li>• Availability of Legal institution</li> </ul> | <p>horticulture raw produce</p> <ul style="list-style-type: none"> <li>• High cost of Agricultural inputs</li> <li>• Untapped tourist as a source revenue.</li> <li>• High interest rate on bank loans</li> <li>• High unemployment rate</li> <li>• Unpredictable exchange rates.</li> <li>• Increased population calls for more service</li> <li>• Increase in dependent ratio</li> <li>• Traditional believes and culture (<i>Early marriage, child abuse etc</i>)</li> <li>• Increase to human that may lead environment pollution</li> <li>• Existence of family neglect practice</li> <li>• High cost of technology</li> <li>• High cost of technological services impairs community affordability</li> <li>• Environment Degradation</li> <li>• Land disputes</li> <li>• Unutilised coast beaches</li> <li>• High expenses to access legal services</li> <li>• Lack of Legal services in peri-urban areas</li> </ul> |
|--|--|

## 2.6 STRATEGIC/CRITICAL ISSUES

After the key trends have been identified, the next step was to conduct a comprehensive analysis of the potential, which each trend has to disrupt the Council's Mandate and thereby affect realization of the Vision. The environment scan has identified some strategic or critical Issues that need for improvement intervention over the period of five years. The scanning process marked strategic issues are vital when achieved they will embrace significance changes within the council. They include fundamental policy choices/critical challenges affecting Council's Mandates, Mission, Values, Service level, Cost Financing, Management; etc. that must be addressed as part of the Strategic Planning effort.

The objective is to enhance effectiveness and efficiency through optimization of the best chance in resources related to human, financial and technology. It is in this context that causes of the weaknesses were categorized in key areas for improvement taking to account anticipated changes in council priorities. The areas are structure and assumption of roles and responsibilities, information, data and, systems and resources management.

The city council is able to determine the changes needed to exploit the opportunities, and blunt the threats, thence has identified generally eight (8) critical issues to be addressed in the Strategic Plan 2021/22 to 2025/26 that include;

1. Inadequate institutional capacity of human resource in terms of skills and numbers (Human Resource Management).
2. Insufficient efforts on revenue mobilisation, budgetary allocation and government disbursement (Financial Management and Planning).
3. Insufficient delivery of quality and affordable services (Efficient Good Governance and Administration)
4. Inadequate management of resources and social services(Social Services Delivery; Culture and Recreation).
5. Insufficient emphasis on Local Economic Development(EconomicDevelopment).
6. Inability to meet land survey demands; common land and forest degradation; questionable environmental sustainability; and existence of improper waste management have severe health problem, effects to climate and livelihood/welfare(Urban Planning, Environment Management; Public Safety; and City Beautification)
7. Inadequate social economic infrastructures to support and enhance service delivery improvements(Infrastructures and Technological Development).
8. Limited community and stakeholder's participation specifically in the planning process at various council levels(Effective Planning and Stakeholders' Coordination).

## CHAPTER THREE

### 3.0 THE PLAN (STRATEGIC DIRECTION)

This Chapter highlights the future strategic direction of Tanga City Council by describing its Vision, Mission, and Core Values. The Vision and Mission statements spell out both the aspirations, which should serve to act as a motivation for the functioning of the Council and its purpose. Furthermore, the core values of the council were formulated to depict its corporate culture.

The strategic interventions must take into account the mandate and powers of the council, and that an LGA is a vehicle for implementation of sector policies at lower levels therefore it should comply with laws, policies and standards set at the same time fostering to implement and promote social-economic development. For that matter our Strategic plan is set to have features that ensure boldness on how the strategy would support the achievement of national goals and improvement performance of service delivery in the Council.

Based on the overall mandate and situation analysis, the Vision, Mission and Core Values of Tanga City Council are as follows.

#### 3.1 VISION

Given the background of the environment and the imperatives to support the achievement of national goals among others, Tanga City Council wishes to share a vision that will inspire the improvement in people's living standards through quality service delivery. In pursuit of the above the Vision is:

"By 2026 Tanga becomes a World Class City with a commitment to public engagement and excellent service delivery, provides quality life and sustainable to the community"

#### 3.2 MISSION

The Mission that would inspire and commit the Council to deliver is:

"The City of Tanga intends to effectively serve the community and continuous sustaining of life through enhancement of health and make it Global destination for business, technology, culture and leisure"

#### 3.3 CORE VALUES

The Core Values are "what we believe in" organisation-wide; they determine the "norms" or standards of acceptable behaviour by which the organisation conducts its "Business" Objective.

To fulfil its mandate, deliver the Mission and realise the Vision, the council has set a set of Core values which are commitments of the council that express the principles that escort practices and activities within the council and its staff for the entire period of the plan. In implementation of its core functions, Tanga City Council shall be guided by these Core Values.

### **1) Hospitality**

The relationship between community and the staff, wherein the City council's staff will always act in the friendly and generous reception to the community which are their key customers

### **2) Accountability and Integrity**

Accountability means the fact or condition of being accountable and integrity means the quality of being honest and having strong moral principles, moral uprightness.

Tanga City Council requires its management team and staff to take ownership and being responsible for actions and outcomes of their work in meeting stakeholders' expectations of public, stakeholders and between themselves. On the other hand they shall observe by upholding high levels of ethical behaviour through honesty, sincerity and respect. Integrity Persons working with the council will be expected to observe and exhibit high standards of ethical behaviour in line with the code of conduct of the Government of the United Republic of Tanzania.

### **3) Transparency**

The simplest definition of a transparent is operating in a way that creates openness between leaders, employees and residents. Tanga City Council will implement its own activities in a transparency manner to practice one of the good governance pillars, since their residents pay taxes that fund council operations and services. If the residents are not aware of what their money is working for, it is difficult to understand if they are getting something that will be beneficial for them or not, this can lead to despair and affect their willingness to pay taxes.

### **4) Professionalism**

The council staff will be expected to perform their duties and responsibilities with high level of proficiency, and shall apply their Professional excellence and competence by ensuring that the pursuit of excellence while implementing various strategies and activities of the plan, specifically in services delivery to the public is well recognised, and is an integral part of the council institutional life. Professional work ethics are expected and shall be encouraged. Technical criteria and guidelines shall be adhered to strictly

### **5) Participation and Teamwork**

Effective participation will be ensured through empowered local government system and strengthened procedures for Community participation in the management of local service delivery and local economic development. This aims to bring decision making power closer to the community in order to enable them participates meaningfully in local development.

Participation by conducting the Foundation's activities in a participatory style and inclusiveness in the planning process, involving internal and external stakeholders in crucial decisions, working in teams to increase efficiency and effectiveness, and enhancing the overall transparency. The council encourages Team spirit among its employees to accomplish key Objectives through harnessing multiple skills and experiences. Special arrangements shall be

made to include ensure gender equality and equity, and effective participation of all people including those with special needs.

#### **6) Efficiency**

Efficiency is an important factor in determination of productivity, which is the ability to avoid wasting vital resources like materials, labour, money, and time in executing an activity. The council will always compare of what is actually invested as inputs with what can be achieved with the same consumption of resources (like money, time, and labour). It will always aim to attain efficiency as a measure of extent to which the resources are well used for intended purpose.

### **3.4 KEY RESULT AREAS AND STRATEGIC OBJECTIVES**

The Basic functions of the Local Government Authorities are given under Sections 53054 of the Local Governments Act (Urban Authorities) Cap 288 R.E. 2002 (Act No. 8 of 1982) to be:-

- 1) To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction;
- 2) To promote the social welfare and economic well-being of all persons within its area of jurisdiction;
- 3) Subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction.

In order to deliver its Mission to realise the Vision, TangaCity council has adopted the Key Result Areas (KRAs) that carry its mandate and are embodied in the national policy statements and that they address strategies that target the third five years development plan (FYDP III) which centres on:

- Stimulating a competitive and Participatory Economy
- Strengthening Industrial Production and Service Delivery Capacity
- Promoting Investment and Trade
- Stimulating Human Development
- Human Resource Development

The key result areas are strategic areas where the council's key stakeholders have the right to expect results. The adoption of these KRAs is based on the fact that Local Government Authorities the key delivery points of public social economic services thence are among major implementers of the National Development Vision 2025.

Therefore it is ideal for the council to make a link of what it envision s of their residents with what the central government is expecting it to deliver from the devolved functions and provided in the Vision and strategic objectives for each as summarised below:-

#### **3.4.1 KEY RESULT AREAS (KRA)**

##### **3.4.1.1 KRA 1: Economic growth promoted and income poverty reduced**

The Tanga City Council's Strategic Objectives falling under this KRA - 1 include:-

| STRATEGIC OBJECTIVES |  |
|----------------------|--|
| <b>A</b>             | Services improved and HIV/AIDS infection reduced                                     |
| <b>B</b>             | Effective implementation of National Anti-corruption Strategy enhanced and Sustained |
| <b>E</b>             | Local Economic Development coordination enhanced                                     |
| <b>F</b>             | Social Welfare, Gender and Community empowerment improved;                           |
| <b>I</b>             | Infrastructure development and information Technology increased                      |

#### **1.4.1.2 KRA 2: Quality life and social well-being of the people promoted and improved**

The Tanga City Council's Strategic Objectives falling under this KRA -2 include:-

| STRATEGIC OBJECTIVES |  |
|----------------------|--|
| <b>A</b>             | Services improved and HIV/AIDS infection reduced                                     |
| <b>B</b>             | Effective implementation of National Anti-corruption Strategy enhanced and Sustained |
| <b>D</b>             | Access, quality and equitable social services delivery improved;                     |
| <b>F</b>             | Social Welfare, Gender and Community empowerment improved;                           |
| <b>G</b>             | Effective Planning and Financial Management improved                                 |
| <b>K</b>             | Multi-sectorial Nutrition services improved.   |

#### **1.4.1.3 KRA 3: Good Governance and accountability promoted and enhanced**

The Tanga City Council's Strategic Objectives falling under this KRA-3 include:-

| STRATEGIC OBJECTIVES |  |
|----------------------|--|
| <b>B</b>             | Effective implementation of National Anti-corruption Strategy enhanced and Sustained |
| <b>C</b>             | Good Governance, Administration and Human Resources management enhanced;             |
| <b>F</b>             | Social Welfare, Gender and Community empowerment improved;                           |
| <b>G</b>             | Effective Planning and Financial Management improved                                 |

#### **1.4.1.4 KRA 4: Environment Management, Public Safety and City Beautification attained**

The Tanga City Council's Strategic Objectives falling under this KRA-4 include:-

| STRATEGIC OBJECTIVES |  |
|----------------------|--|
| <b>A</b>             | Services improved and HIV/AIDS infection reduced                                 |
| <b>I</b>             | Infrastructure development and information Technology increased                  |
| <b>H</b>             | Effective Urban Planning, Natural Resources and Environment Management enhanced. |
| <b>J</b>             | Emergence Preparedness and Disaster Management Improved.                         |

Strategies, Targets and performance indicators have in turn been developed for each strategic objective as given in the following chapters and further elaborated in Annex II (Strategic Plan Matrix) of this plan document.

### **1.4.3 THE STRATEGIC OBJECTIVES**

In the five years planning cycle effective 2020/21, Tanga City Council has adapted ten national harmonized strategic objectives that are to be achieved. These strategic objectives are based on National Five Year Development Plan 2021/22 - 2025/26; Sustainable Development Goals; CCM Election Manifesto 20w0-2025; and other Sector Policies.

In order for Tanga City Council to be able to deliver its Mission and realise the Vision, it intends to achieve the following Strategic Objectives through implementation of twelve strategic core areas to be implemented over the plan period. These include;

- A. Services improved and HIV/AIDS infection reduced;
- B. Effective implementation of National Anti-corruption Strategy enhanced and Sustained;
- C. Good Governance, Administration and Human Resources management enhanced;
- D. Access, quality and equitable social services delivery improved;
- E. Local Economic Development coordination enhanced.
- F. Social welfare, gender and community empowerment improved;
- G. Effective Planning and Financial Management improved
- H. Effective Urban Planning, Natural Resources and Environment Management enhanced.
- I. Infrastructure development and information Technology increased
- J. Emergence Preparedness and Disaster Management Improved.
- K. Multi-sectorial Nutrition services improved.

Tanga City Council plans to use a number of performance measures and indicators to evaluate progress towards each strategic objective that supports these twelve areas. Performance measures will be monitored and updated as objectives and programs evolve. In addition to using regularly reported performance data, in-depth evaluations of programs will be undertaken as well as analysis of more qualitative information to help better understand the success and impact of strategies and actions.

#### **1.4.3.1 Strategic Objective - A: Services Improved and HIV/AIDS Infections Reduced**

##### **a) Rationale**

The HIV/AIDS pandemic is not only a public health issue but also a problem that contributes immensely towards devastation of both national and household economies. The consequences of HIV/AIDS in the Tanzanian socio-economic environment are very conspicuous to date than ever before as it is noted that the pandemic is more rampant within the age profile of 15 - 49 years which is productive age. The HIV/AIDS problem is a national disaster and effects associated with HIV and AIDS include: loss of man-power as the result of long absences due to illness and attending



the sick and burials. It is envisaged that the pandemic will continue to downsize our population including our qualified staff, thus threatening the capacity to deliver service.

According to Tanzania HIV Impact Survey (THIS) 2016-17 report it was revealed that 5.0% of adults (15-64 years) in Tanzania are currently living with HIV. A large percentage of these adults (nearly 40%) are unaware of their positive status, well-below the UNAIDS target of 90% of all people living with HIV knowing their status by 2020. Conversely, there has been progress in adults living with HIV who are aware of their status, with 93.6% receiving anti-retroviral therapy (ART) and 87.0% of those on ART having viral load suppression.

Management of HIV/AIDS interventions at LGA level is mainly the duty of Health department where CHMT which is responsible for Health sector HIV/AIDS activities at the council and community level. Coordination is done at two points; the Council HIV/AIDS Control Coordinator (DACC) under Health (DMO) and the Council HIV/AIDS Control Coordinator (CHACC) under Community Development (DCDO). The DACC who oversees the healthsector response as the focal point for CHMT HIV and AIDS activities works closely with the CHACC who is responsible for the multi-sectoral activities. The CHAC is the secretary of the Council Multi-sectoral AIDS Committee (CMAC). The Council Social Welfare Officer (SWO) falls under the health sector, however, the SWO, works in collaboration with the DACC and the CHACC to support community based interventions and PLHIV groups.

In view of the foregoing, the Government has directed all Public Institutions to develop workplace interventions and provide care and support services to staff living with HIV/AIDS in order to have staffs that are productive. Hence, the council will develop and implement a multi-sectorial HIV and AIDS programmes.

## **b) Strategies**

The council intends to undertake following strategies:-

- i). Develop and implement multi-sectorial HIV/AIDS programmes at the work place.
- ii). Facilitate Care and Supportive services to the Council staff living with HIV/AIDS.
- iii). Implement HIV/AIDS Preventive intervention. .
- iv). Provide education to council staff on social stigma actions and values to the PLHV among council staff at all levels
- v). Provide assurance on care and supportive services to council staff living with HIV/AIDS

## **c) Targets**

- i). HIV and AIDS programmes implemented by June, 2026.
- ii). HIV/AIDS Preventive intervention implemented by June, 2026.
- iii). Care and support services to the council staff living with HIV/AIDS facilitated by 2026
- iv). Education to Council staff on social stigma actions and values to the PLHV among Council staff at all levels provided by June 2026

#### **1.4.3.2 Strategic Objective - B: Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained**

##### **a) Rationale**

The issues of corruption are likely to weaken the good governance and deprive people's rights. Corruption in public life undermines good governance and economic growth, lowering National development and retards the general welfare of citizen, particularly the poor and vulnerable. 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. Tanga City Council has determined to deal with corruption upfront so that socio-economic development and wellbeing of people is improved. The City Council had determined to sustain and implement national anti-corruption strategy.

The city council assists and guides clients to exercise transparency, accuracy, commitment, participatory focus and promptness in sharing of information. However, the council aims at achieving optimal performance on the issues of accountability, transparency, rule of law and standards on service delivery. In achieving good governance, there is a need for improving standards of service delivery and uphold ethical code of conduct. Considering this ill-effects, Tanga City Council intends to maintain zero tolerance for all acts of corruption, petty or grand so that the council resources are effectively used. In view of the above fact, Tanga City Council committed to adopt and Implement the National Anticorruption Strategy.

##### **b) Strategies**

- i). Implement National Anti – Corruption policy and strategy.
- ii). Formulate workplace intervention on combating corruption.
- iii). Enhance public integrity committee functions and duties.
- iv). Assess on Anti-Corruption awareness to Council Management and Staff
- v). Create legal awareness to departmental staff, management team and council staff on corruption issues

##### **c) Targets**

- i). National Anti-corruption policy and strategy implemented by June, 2026.
- ii). Workplace interventions on combating corruption formulated by June, 2026.
- iii). Public integrity committee functions and duties enhanced by June 2026
- iv). Integrity and awareness to the staff and management team on Anti-corruption issues assessed by June, 2026
- v). Legal awareness to departmental staff, management team and council staff on corruption issues by June 2026

### **1.4.3.3 Strategic Objective - C: Good Governance, Administration and Human Resources Management Enhanced.**

#### **a) Rationale**

TangaCity Council vision aspire being a competent local government authority dedicated to provide quality services to improve communities' living standards. Provision of quality services can only be achieved when council leaders and employee are in harmony with daily lives of the residents, that is human resources is well managed and that good governance and administration is highly practiced. Quality social services are crucial for Socio-economic development of the council and community. The City council will facilitate the provision of educational services development, including administration of primary and secondary schools; facilitate provision of preventive and curative services, referral services to regional referral hospitals, and conducting supportive supervision to health services.

Good Governance has become an important theme in the context of community development as well as development cooperation since we are confronted with the issue of how to improve the governance systems. Good Governance is generally the relation between the government and the civil society, and is essential for it to achieve its objectives and attain improvement, as well as maintain legal and ethical standing before the public. Governance is especially important in the public sector because we are dealing with the public and its resources. Governance is one of the missing links in economic development and social progress with direct effect on peoples' welfare. It is concerned with the process, systems, practices and procedures that govern institutions, the manner in which these rules and regulations determine the nature of those relationships.

Good governance encourages the efficient use of resources and provides for accountability in their use. The values of integrity, transparency and accountability in public administration are key to any government. These are a prerequisite to and underpin public trust as a keystone of good governance. Sound public administration involves public trust, as citizens expect civil servants to serve the public interest with fairness and manage public resources properly.

Human resource management is crucial aspects for council operationsto create better environment for public service delivery. Human resource function plays a vital role in the success of the council. Building and nurturing a talented work force has assumed an increasingly important role. To that effect, TangaCity council intends to put in place appropriate and supportive human resource schemes and structures to foster employees' motivation to promote rationalization and efficiency, capacity building, recruitment and retention as well as coordination towards attainment of its long term strategic goal. In view of the above the council intends to implement the following initiatives;

#### **b) Strategies**

- i). Strengthen Rule of Law and Tribunals at grassroots level.
- ii). Implement Human Resource Policies and Regulations;
- iii). Enhance Human Resource management knowledge and skill on service delivery

- iv). Improve working environment, reduce staff attrition and introduce an incentive package to retain staff.
- v). Strengthen staff Code of Ethics, Discipline and Accountability;
- vi). Improve working environment, reduce staff attrition and introduce an incentive package to retain staff.
- vii). Inspect and Monitor by-laws application to the council.
- viii). Create legal awareness on various Contractual issues.
- ix). Provide cooperation with other Departments on Council's revenue collection.
- x). Conduct City inspection to enhance laws compliance.
- xi). Provide Legal Interpretation and advice to the Council on different issues.

### **c) Targets**

- i). Capacity building programs to Ward Tribunals members strengthened by June 2026.
- ii). Monitoring and inspection of by-laws application conducted by June 2026.
- iii). Legal awareness on various Contractual issues created by June 2026.
- iv). Cooperation with other Departments on Council's revenue collection provided by June 2026
- v). City inspection in enhancing laws compliance conducted by June 2026.
- vi). Legal Interpretation and advice to the Council on different issues provided by June 2026.
- vii). Working environment, reduce staff attrition and introduce an incentive package to retain staff improved by June 2026
- viii). Staff Code of Ethics, Discipline and Accountability strengthened by June 2026

### **1.4.3.4 Strategic Objective-D: Access to Quality and Equitable Social Services delivery Improved**

#### **a) Rationale**

Promotion of social welfare and economic well-being of all persons within the jurisdiction of the council is among the three basic function of local government authorities in the country. Social Service Delivery is one of the most important and fundamental roles and responsibility of both Central and Local Governments. This includes crucial community services such as Education; Health and social welfare; Water Supply and Sanitation; and Extension services in the economic and production sectors.

Looking at the nature of these services, it is obvious that they are directly related to the basic human needs of the community to secure their welfare and quality livelihood. Effective access to functioning and well-equipped social services is a prerequisite to improving the quality of life and for promoting the well-being of all residents.

Tanga City Council needs to seek for the best way of ensuring such services. In designing the most effective measures, there are fundamental aspects that must be considered, which include the respective local areas have their own specific needs and situation that could differ from others, which leads to different priorities; and it is important to recognize that the Government

can't cover and satisfy all the huge and diversified needs of the people with the limited resources, for that sake, it is important to base on the consent of involving other stakeholders be engaged in service delivery through effective dialogue.

The council seeks to have well developed communities as part of fulfilling its mandated functions. More focus will be to enhance and maintain basic infrastructure, materials and equipment that will improve provision of health and sanitation, education services, clean and safe water etc. In designing the most effective measures, there are fundamental aspects that must be considered, which include the respective local areas have their own specific needs and situation that could differ from others, which leads to different priorities; and it is also important to recognize that the Government can't cover and satisfy all the huge and diversified needs of the people with the limited resources, for that sake, it is important to base on the consent of involving other stakeholders be engaged in service delivery through effective dialogue. In view of the above, Tanga City Council intends to implement the following initiatives:-

**b) Strategies**

- i). Improve Social infrastructures of Tanga City Council.
- ii). Mobilize and empower community and stakeholders participation in projects development.
- iii). Promote community involvement using "improved O&OD" tool for active participation and accountability;
- iv). Assess mobilization and empowerment of community and stakeholder's participation in development projects and service delivery

**c) Targets**

- i). Social infrastructures of Tanga City Council improved by June 2026.
- ii). Empowerment to community and stakeholders participation in projects development mobilized by June 2026.
- iii). Community involvement using improved O&OD tool promoted by June 2026
- iv). Mobilization and empowerment of community and stakeholder's participation in development projects and service delivery assessed by June 2026

**1.4.3.5 Strategic Objective - E: Local Economic Development co-ordination enhanced**

**a) Rationale**

Promotion of social welfare and economic well-being of all persons, and based on the national policy and plans for rural and urban development to further the social and economic development of its area of jurisdiction are two among the three basic function of local government authorities in the country. This includes crucial community services such as social services; infrastructure development, Economic and production sectors, as well as Natural resources and Environment management.

Local Economic Development (LED) is globally a nascent agenda in the development administration aimed to provide conducive investment environment to support and sustain it. Communities are greatly affected by macro-economic issues of industrialisation and trade liberalization. These macro issues offer opportunities as well as challenges, especially for

smaller and poorer localities. However, leaders of Tanga City council need to understand the impact that macro issues may have on micro economies, and that LED efforts and strategies are possible to guide economic development at their levels.

Under decentralisation concept, the council will be the main actor to support LED by providing competences to encourage entrepreneurs and investments. Local business environment will be supported with real initiatives to draw investments from businesses. Promotion of favourable business climate at local level will be a new function of the city council

LED is a particularly important tool to reduce poverty since it supports the pursuit of inclusive economic development that provides for both the promotion of local wealth creation and poverty reduction; Is inclusive, recognizing formal and informal economies; and Incorporates explicit poverty reduction actions. The benefits of LED, such as employment and infrastructure, come through local people changing attitudes, mobilizing existing skills, improving networks, thinking strategically about problems and using available resources in appropriate manner. In view of this, Tanga City council intends to implement the following initiatives;

#### **b) Strategies**

- i). Provide skills to farmers on value chain and post-harvest handling of produce and products
- ii). Coordinate and provide skills to farmers on warehouse receipts and Contract farming
- iii). Sensitise and provide skills to farmers on use of modern agriculture and technology in crop production
- iv). Mobilize and encourage farmers on use of ward agricultural resource centres and farm field school.
- v). Establish one demo plot for urban and organic agriculture
- vi). Conduct audit and supervise cooperative society
- vii). Build capacity to Co-operative Boards, cooperative societies and management
- viii). Empower communities on utilization of locally available resources.
- ix). Coordinate Socio-economic groups for income generating activities.
- x). Facilitate Socio-economic groups linkages with formal financial institutions and other entrepreneurship firms

#### **c) Targets**

- i). Skills on agriculture markets, value adding techniques, warehouse receipts and Contract farming to farmers created by June 2026.
- ii). Knowledge and skills on use of agriculture modern technology in crop production to 8000 farmers provided by June 2026
- iii). Total of 43 cooperative societies audited and supervised by June 2026
- iv). Co-operative Boards, cooperative societies and management capacitated by 2026

#### **1.4.3.6 Strategic Objective – F: Social welfare, gender and community empowerment improved**

##### **a) Rationale**

Tanga City council have over years implemented various economic interventions through Women, Youth and People with disabilities funds from 10% of local government authorities own sources revenues, Economic Empowerment Council, and various income generation projects. In a situation where most of the population are in informal sector who depend on small income generation projects for, the Council must accord proper coordination so as to maximize the advantage of the fast growing private sector which will later complement service delivery in their areas. In view of this, Tanga City council intends to implement the following initiatives;

##### **b) Strategies**

- i). Implement comprehensive plans to empower marginalized groups
- ii). Strengthen advocacy for political commitment
- iii). Strengthen social support to groups with special needs like Widowers and Widow and PLHAs
- iv). Promote entrepreneurship skills for women and youth development fund beneficiaries
- v). Promote gender sensitivity at community levels
- vi). Strengthen women and youth form groups to access WYDF in the City.

##### **c) Targets**

- i). Promotion of appropriate technology to youth and community in 181 Mitaa by June 2026
- ii). Social support for PLHIV, MVC and widows in 181 villages facilitate by June 2025.
- iii). Total of 100 Groups of groups with special needs in 27 wards empowered by June 2025
- iv). Formation and empowering new 83 women and youth economic groups in 27 wards by 2026
- v). Advocacy for political commitment to grass root leaders in 181 Mitaa and 27 wards by June 2026
- vi). Resource mobilization for supporting community based income generating projects for groups with special needs and guardians in 27 wards by June 2026.
- vii). Enhancement of gender and youth forums established in 27 wards by June 2026.

#### **1.4.3.7 Strategic Objective - G: Effective Planning and Financial Management improved**

##### **a) Rationale**

Planning is concerned with anticipating of where we want to go, however, that task cannot be accomplished successfully unless we know where we are and where we have been. Although the former task is intellectually stimulating and has thus engaged the attention of planners, plans cannot have relevance unless they are well grounded in facts. Thus, a strong information system is essential for all aspects of economic management, which can be achieved through involvement of various stakeholders.

Good plans usually have clearer mission and objectives for all to see and appreciate, especially for those required to implement it. The plan provides a clear direction for them and reduce the risks of uncertainty as it helps in anticipating future risks. A good plan will guide us to answer questions such as what is to be done, why must it be done; where will it be done, when will it be done, and who will do it. These are important questions to be decided upon in the plan to avoid overlapping and wastage of resources.

The current planning and budgeting processes is based on the National Planning Frameworks and translated into the “Guidelines for preparation of Medium Term Plans and Budgets” prepared by Ministry of Finance and Planning (MOFP) in collaboration with PO-RALG on annual basis. These Guidelines for the preparation of MTEF require the plans and budgets be prepared in a participatory manner: the heads of department, following a participatory planning process from the grassroots level to the LGA level. Community participation is fundamental aspect of involving people to participate more proactively in the decision-making process on evaluation of their own society and plan for their future. It is expected to facilitate people’s “self-help efforts” to improve their own lives and community as well as to develop their local economy.

In support of this, the government has put in place the participatory tool called “Opportunities and Obstacle to Development (improved O & OD) to evaluate and identify local priorities. By involving the public through improved O&OD process the council will be in a better position to make good decisions that will enjoy more support from communities once taken. In view of the above, Tanga City Council is committed to implement the following initiatives.

## **b) Strategies**

- i). Strengthen participatory planning, budgeting and projects implementation at all levels
- ii). Disseminate improved O&OD to community for active participation.
- iii). Strengthen Monitoring and Evaluation systems.
- iv). Provide Capacity Building Programmes on Web based planning and budgeting.
- v). Enhance Tanga City council socio-economic profile.
- vi). Improve Council statistical Database.
- vii). Assess Capacity Building Programmes to the council staff on Web based planning and budgeting to the council staff
- viii). Assess council financial management, internal control systems and reporting.
- ix). Create awareness on procurement procedure and on “Force Account” procedure built to Council staff, management team and to 27 wards

## **c) Targets**

- i). Participatory planning, budgeting and projects implementation strengthened at all level by June 2026
- ii). Improve O&OD to the community disseminated by June 2026



- iii). Disseminate improved O&OD to community by June 2026
- iv). Monitoring and Evaluation systems strengthened by June 2026
- v). Programmes on Web based planning and budgeting capacitated by June 2026
- vi). Tanga City council socio-economic profile enhanced by June 2026
- vii). Council statistical database improved by June 2026.
- viii). Assess Capacity Building Programmes to the council staff on Web based planning and budgeting to the council s
- ix). Assess council financial management, internal control systems and reporting by 2026
- x). Awareness on procurement procedure and on “Force Account” procedure built to Council staff, Councillors, management team and to 27 wards created by June, 2026

#### **1.4.3.8 Strategic Objective - H: Effective Urban Planning, Natural Resources and Environment Management enhanced**

The land policy and laws represent a turning point in development as it gave substantive push to social economic development objectives under the liberalized. Presently a cadastral surveying of land is done mainly by the government with little participation of private sector due to lack of resources, thereby resulted in the inability to meet the ever increasing demand. Property valuation to landed and non-landed properties for is done for different purposes like mortgage, transfer, compensation, financial accounting and rating, rent assessment, court bailing etc.

##### **a) Rationale**

Tanga City Council aspire a better and sustainable life to residents which can be achieved when its natural resources and environment are in harmony with daily lives of the citizens. The council has played a big role in conservation efforts, but the challenge encountered in sustainable management and utilization of natural and cultural resources is inadequate involvement of stakeholders’ therefore inadequate resources. The City council will continue to coordinate awareness campaigns to stakeholders pertaining to sharing the benefits accrued from sustainable use of natural, cultural heritage and tourism development.

Green growth and good governance in natural resource exploitation is a crucial element to ensure renewable and non-renewable resources are sustainably utilized. The other aspect of natural resources is related to climatic changes and natural and man-made disasters that deplete the resource base. In this, climate change effects are directly observable in the agricultural sector which is a vital base for macro and local economic performance and poverty reduction.

The council will conduct dialogues to make communities understand the challenges and effects of climate change and effects of climate variability on agriculture related sectors’ production which provide crucial raw materials for industries, climate change and livelihood adaptation, changes in weather patterns and their effects on production activities. On the other hand, solid waste management is also a serious environmental problem. The manner in which solid waste is managed in human settlements directly affects their environment and the community day-to-day life. Furthermore, improper waste management apart from having severe health problem as

waste lead to proliferation of diseases, environmental degradation and ultimate impact on livelihoods, improper management of waste also poses a threat to Climate Change.

Solid waste management (collection, transportation and disposal) is among the key duties of Local Government Authorities in Tanzania. This is a legal obligation in accordance with the Local Government Act of 1982, Cap 288 (Urban Authorities), and the Environmental Management Act of 2004, Cap 191. It is among the basic services provided by the council to keep its areas clean, although the systems applied are not so efficient and due to rapid urbanisation, coupled with scarcity of funds and inadequate equipment that the council is facing.

Successful mainstreaming of environment sustainability will be based on continuous engagement and partnership, which is about meeting human needs without undermining the capacity of the planet's ability to support life. This aims at improving decision-making process to consider socio-economic, cleanness and environmental issues especially solid waste management are fully integrated at all levels. Incorporating environmental aims into the strategic Plan will ensure that the Annual MTEF budget that is ultimately developed will be grounded in a sustainable overall approach. In view of the above, TCC intends to implement the following initiatives:-

#### **b) Strategies**

- i). Formalise land tenure and management in the City
- ii). Identification of new areas for development.
- iii). Upgrade informal settlements in Tanga City
- iv). Guarantee Security of land tenure in the City.
- v). Maintain equal and fair compensation on property valuation.
- vi). Improve data management, geo-reference maps and provide linkage to GIS data system
- vii). Improve check points to ensure legal transportation of natural resource products
- viii). Assure involvement of communities on proper environment management and sanitation.
- ix). Assess the Environmental Conservation measures and township beautification.
- x). Assess development of land resource inventory.
- xi). Assess building Capacity of land management planning and quality control

#### **c) Targets**

- i). Urban growth and management in 27 Wards (both peri- urban and urban area) enhanced by June 2026.
- ii). GIS data on land sector developed by June 2026
- iii). Utilization and Management of Natural Resources in Tanga City managed by 2026
- iv). Urban growth and management in 27 Wards (both peri- urban and urban area) enhanced by June 2026.
- v). GIS data on land sector developed by June 2026
- vi). Prepare title deeds in 27 wards within Tanga City
- vii). Utilization and Management of Natural Resources in Tanga City managed by 2026

- viii). Involvement of local communities and other stakeholders on proper environment management and sanitation assured by June 2026.
- ix). Environmental Conservation measures and township beautification assessed by 2026
- x). Development of land resource inventory assessed by June 2026.
- xi). Building Capacity of land management planning and quality control assessed by 2026.

#### **1.4.3.9 Strategic Objective - I: Infrastructure development and Technology improved**

##### **a) Rationale**

Promotion of social welfare and economic well-being of all persons within the jurisdiction of the council is among the three basic function of local government authorities in the country. In order for this to be effectively done will depend on the availability and utilisation of the basic social and economic infrastructures for provision crucial community services.

Infrastructure are the basic which are necessary for any development. They are categorised into economic infrastructure which is a combination of basic facilities needed in economic development, such as transportation, energy, telecommunication and electricity; and social infrastructure which is a combination of basic facilities which are necessary for human development, such as health and education, facilities, water supply schemes, staff and office accommodation etc.

The link between infrastructure investments and development outcomes is big as there is clear evidence that council's investment in infrastructure leads to the growth of a local economic development and the improved wellbeing of its people. Availability of infrastructure services significantly influences development of most areas, and it is the reason why level and quality of infrastructure have direct effect on productivity and growth, and shortfall investments to infrastructure capital form inequality between localities. To satisfy this need effectively and deliver lasting economic and social development Tanga City Council needs the collective efforts, experience and resources of various stakeholders.

TangaCity Council needs to seek for the best way of ensuring such infrastructure is developed and sustained. In designing the most effective measures, there are fundamental aspects such as the Government can't cover and satisfy all the huge and diversified needs for infrastructures given the fact that there is limited resources with wide range of basic needs for community services. For that sake it is imperatively important to involve other stakeholders be engaged in provision and development of these infrastructures.

##### **b) Strategies**

- i). Provide adequate infrastructure for development and improved services
- ii). Create awareness to community on maintaining infrastructures
- iii). Improve of Tanga City Television and Radio
- iv). Assess capacity building to the Council and community on maintaining infrastructures
- v). Strengthen City Social Networks development
- vi). Assess the use of council web-based systems

### **c) Targets**

- i). Social economic infrastructure to meet services delivery demand developed and maintained by June 2026.
- ii). Awareness to community on maintaining infrastructures created by June 2026
- iii). Tanga City Television and Radio improved by June 202
- iv). The use of web-based systems assessed by June 2026
- v). Develop City council's Social Networks from existing 3 to 7 by June 2026
- vi). Capacity building to the Council and community on maintaining infrastructures assessed by June 2026

### **1.4.3.10 Strategic Objective - J:Emergency Preparedness and Disaster Management Improved.**

#### **a) Rationale**

Disaster Management is primarily responsible for coordination of disaster management activities. It seeks to ensure that in times of disaster, appropriate response systems, procedures and resources are in place to assist those afflicted. The Disaster Management Agency is mandated by the Disaster Management Act No. 7 of 2015 to take charge to coordinate disaster preparedness efforts and activities in order to minimize the adverse effects of hazards through effective precautionary measures and to ensure timely appropriate and efficient organization and delivery of emergency.

Emergency preparedness refers to the steps taken to ensure safety before, during and after an emergency or natural disaster. These plans are important for the safety in both natural disasters and man-made disasters. Tanzania's main natural disaster hazards are floods, epidemics and also man-made disasters like fires, traffic accidents, explosions, blasts and chemicals which are mostly common in urban areas like Tanga City. Interventions seek to act before, during and after disasters strike, often providing assistance in some of the most affected environments to save lives and reduce human suffering, Protect and restore livelihoods, and Reduce the risks faced by communities affected by disaster and conflict.

Emergencies can create a variety of hazards for workers in the impacted area. People with disabilities, children and sometimes women and most poor families may be especially vulnerable during and after emergencies. In an emergency, many systems we rely on may not function as well as they usually do. Familiar landmarks and usual travel routes we know may be altered. Utilities like electricity, water and phone service may be disrupted. We might need to temporarily evacuate to a shelter which may not be fully accessible for our needs.

Getting prepared before an emergency incident plays a vital role in ensuring that management and staff have the necessary equipment, know where to go, and know how to keep themselves safe when an emergency occurs. These Emergency Preparedness objective provide platform to prepare and train for emergencies and the hazards to be aware of when an emergency occurs. In view of this Tanga City council intends to take the following key initiatives:-

## **b) Strategies**

- i). Strengthen emergency preparedness at all levels of the city council
- ii). Build awareness to communities on mitigation measures on effects of disasters and calamities
- iii). Assess strength of emergency preparedness at all levels of the council
- iv). Create awareness on disaster management.
- v). Design and implement an IEC for Councilors, Management, staff and community members on creating awareness on roles, responsibilities and how to minimize disasters.
- vi). Developing disaster management and mitigation mechanism for ICT systems

## **c) Targets**

- Strengthen emergency response teams in 27 wards by June 2026
- Awareness to the community on disasters and calamities management, mitigation measures and adaptation measures in 27 and 181 Mitaa created by June 2026
- Council disaster management structure equipped, resourced and implemented by June 2025.
- Information, Education and Communication (IEC) on disaster management designed and implemented in 27 wards by June 2024
- Information systems disaster management and mitigation strategy developed and applied by June 2024.

### **1.4.3.11 Strategic Objective - K: Multi- Sector Nutrition services improved.**

#### **a) Rationale**

Malnutrition is one of the most serious health problems affecting infants, children and women of reproductive age. Despite progress made, millions of children and women in Tanzania continue to suffer from one or more forms of undernutrition, including low birth weight, stunting, underweight, wasting, anaemia, iodine and vitamin 'A' deficiency. Tanzania has made progress in reducing stunting or chronic malnutrition significantly decreased from 34.7% (TNNS 2014) to 31.8% (30.7-32.9 95% CI). Severe stunting was found in 10.0 % of children countrywide.

Nevertheless, according to those results, approximately 3 million children under five years of age were stunted in Tanzania in 2018. Nutrition interventions should be prioritized in the regions with the higher number of Tanzania National Nutrition Survey 2018 stunted children and the higher prevalence of chronic malnutrition i.e. Kagera, Kigoma, Dodoma, Geita, Tanga, Ruvuma and Mbeya regions followed by Mara, Morogoro, Dar es Salaam and Tabora. Also the proportion of all children aged 6-59 months who had received vitamin 'A' in the last 6 months of 2018 was 63.8% (62.1-65.6 95% CI) which is lower than in 2014 (72.2%), but better than in 2015/16 (41.2%). About 36.2% of the children did not receive vitamin A supplement, and the coverage of vitamin 'A' supplementation and deworming was below 90% in all regions.

The National Nutrition Strategy identifies a set of services that MDAs and LGAs need to provide in order to establish the conditions under which all can be properly nourished. The National

Nutrition Strategy has eight priority areas: Infant and young child feeding; Vitamin and mineral deficiencies; Maternal and child malnutrition; Nutrition and HIV and AIDS; Household food security; Nutrition surveillance, Surveys and information management. To address these, the Main Strategy has the following strategies: - Accessing quality nutrition services; Behaviour change communication based on the WHO Growth Standards; Legislation for a supportive environment for optimal nutrition; Mainstreaming nutrition interventions into national and sectoral policies, plans and programs; Technical capacity for nutrition; Advocacy and resource mobilization; Research, monitoring and evaluation; and Coordination and partnerships

The government has fully endorsed Tanzania's support for scaling up nutrition and has announced six steps that will be undertaken by the Government of Tanzania to address the nutrition situation and make progress towards achieving the Third Five Year Development Plan (FYDP-III) 2021/22 to 2025/26.

## **b) Strategies**

- i). Create awareness to the community and Council staff on nutritional matters
- ii). Provide nutritional food to the community and Council staff with special need.
- iii). Assess awareness to council staff on nutrition matters
- iv). Counselling and support for appropriate complementary feeding of LBW infants
- v). Strengthen Nutritional care and support in emergencies
- vi). Counselling and support for appropriate breastfeeding and complementary feeding
- vii). Improve Management of severe acute malnutrition (SAM), Moderate acute malnutrition (MAM) and PLHAs
- viii). Introduce nutritional supplementation to pregnant mothers and malnourished children

## **c) Targets**

- i). Awareness to the community and Council staff on nutritional matters created by 2026
- ii). Nutritional food to the community and Council staff with special need provided by 2026
- iii). Assess awareness to council staff on nutrition matters assessed by June 2026
- iv). Provide Nutrition education and support for appropriate complementary feeding with Vitamin 'A' and Zinc supplementation in 181 Mitaa by June 2026
- v). Provide counselling and support for appropriate feeding of LBW infants on Iron and folic acid supplementation to pregnant in health facilities in 27 wards by 2026
- vi). Provide massive education on Family planning / pregnancy spacing, appropriate and complementary breastfeeding in all 181 Mitaa by 2026
- vii). Conduct Nutritional care and support in emergencies on Management of severe acute malnutrition (SAM), Moderate acute malnutrition (MAM) and of children infected with HIV in 27 wards by June 2026

## **CHAPTER FOUR**

### **4.0 RESULT FRAMEWORK AND STRATEGIC PLAN MATRIX**

#### **4.1 RESULT FRAMEWORK**

##### **4.1.1. Overview**

The result framework presents a link between Tanga City Council and other national frameworks and policies, beneficiaries, developmental goal, result chain and Monitoring and Evaluation framework. Implementation of this Strategic Plan requires effective coordination and collaboration among key actors. Prioritization of objectives, targets and strategies is very important for effective and efficient allocation and utilization of resources in the course of execution of the Plan. The City Economist (CECON) is responsible to lead the co-ordination of implementation of this Strategic Plan. The inter-relationship of various players will be spelt out in detail by the respective sections and units.

It should be noted that achievement of the City Council's Overall objective will be contributed by several other players, and may not be completely attributed to interventions under this strategic plan. Experience has shown that execution of number of plans fail due to inadequate, fragmented, and unsustainable availability of funds. Sustainable funding mechanism plays a major role in implementation of Strategic Plan. This entails sufficient and timely release of funds.

##### **4.1.2. Purpose and Structure**

This part intends to show how the results envisioned in the TCC's Strategic Plan will be measured as well as the benefits that will acquire to its community and other stakeholders. The Results Framework shows: the beneficiaries of the City Council services; the overall Vision (Strategic goal) which is basically the overall impact of interventions; and how the Council strategic objectives are linked to the third Five Year Development Plan (FYDP-III) of 2021/22 - 2025/26 and SDGs.

Generally, the Chapter provides a basis on how: the various interventions are undertaken in the course of the Strategic Planning Cycle; the Vision is realized; the various interventions are monitored; and the indicators and progress of the various interventions be reported and to which stakeholders. Either, the chapter provides on what kind of reviews that will be undertaken over the period and the type of evidence based evaluation studies that will be undertaken to show that the interventions have either lead or are leading to achievement of the intended outcomes.

##### **4.1.3. Development Goal**

Tanga City Council intends to effectively serve the community and continuously sustaining of life through enhancement of social determinants of health and make it a global destination for business, technology, culture and leisure. The overriding Strategic goal represents the broad objectives envisioned by Tanga City Council becomes a World class City with a commitment to public engagement and excellent service delivery, provides quality life and sustainable to the community. The achievement of this Goal, among others, will be influenced by level of financial resources available, management and staff commitment and the demand for accountability and integrity, as well as team work

#### **4.1.4. Linkage With Third Five Year Development Plan (FYDP-III)**

This Strategic Plan has ten strategic objectives. All objectives are linked to Strategic Interventions for Industrialization on FYDP-III, and developing a modern, integrated and competitive economy built on the basis of manufacturing, economic services and infrastructure on CCM election manifesto 2020 - 2025.

Under KRA-I; “Growth and Reduction of Income Poverty” in its core cluster strategies such as “Ensuring Food and Nutrition Security, Environmental Sustainability and Climate Change Adaptation and Mitigation” and also “Leveraging Returns on National Resources for Enhancing Growth and Benefits to the Country at Large and Communities in Particular, Especially in Rural Areas”, both are directly linked with Tanga City Council’s Strategic Objectives A, B, E, F, and I on Services improved and HIV/AIDS infection reduced, Effective implementation of National Anti-corruption Strategy enhanced and Sustained, Local Economic Development coordination enhanced, Social Welfare, Gender and Community empowerment improved; and Infrastructure development and information Technology increased.

Under KRA-II; “Improvement of Quality of Life and Social Well-Being” in one of its cluster strategy of “Ensuring Equitable Access to Quality Early Childhood Development (ECD) Programs, Primary and Secondary Education for all Girls and Boys” is directly linked with TCC’s Objective A, B, D, F, G and K on Services improved and HIV/AIDS infection reduced, Effective implementation of National Anti-corruption Strategy enhanced and Sustained, Access, quality and equitable social services delivery improved, Social Welfare, Gender and Community empowerment improved, Effective Planning and Financial Management improved, and Multi-sectorial Nutrition services improved.

Under KRA-III; “Good Governance And Accountability” in one of its core cluster strategy of “Ensuring Systems and Structures of Governance Uphold the Rule of Law and are Democratic, Effective, Accountable, Predictable, Transparent, Inclusive and Corruption-Free at all levels”; “Improving Public Service Delivery to all, Especially to The Poor and Vulnerable”, and “pursue prudent fiscal policies and improvement in revenue collection” are directly linked to Tanga City Council’s objective B, C, F and G on Effective implementation of National Anti-corruption Strategy enhanced and Sustained, Good Governance, Administration and Human Resources management enhanced, Social Welfare, Gender and Community empowerment improved, and Effective Planning and Financial Management improved

Under KRA-IV; “Environment Management, Public Safety and City Beautification attained” in one of its cluster strategy of “ensuring Proper environment management, Conservation of cultural heritage and natural resources, Public Safety, Socio-economic infrastructure development, ICT development, City Cleanness, City Beautification etc are directly linked with Tanga City Council’s Objective A, I, H and J on Services improved and HIV/AIDS infection reduced, Infrastructure development and information Technology increased, Effective Urban Planning, Natural Resources and Environment Management enhanced, and Emergence Preparedness and Disaster Management Improved.



#### **4.1.5. Beneficiaries**

Beneficiaries of Tanga City Council services are grouped as follows:-

- a). President's Office, Regional Administration and Local Governments,
- b). Central and Sector Ministries, Government Departments & Agencies
- c). Tanga Regional Administration
- d). Councillors (Tanga City Council).
- e). Council Staff
- f). Community
- g). Office of the Controller and Auditor General (OCAG)
- h). Civil Society Organisations
- i). Ruling Party and other Political Parties
- j). National Parliament.
- k). Development Partners
- l). Trade Unions
- m). Business Community
- n). Financial Institutions
- o). Training and Research Institutions
- p). Communication and Media
- q). Judiciary and other Law firms.
- r). Defence and Security Forces
- s). Regional and International Community
- t). Other Local Government Authorities

#### **4.1.6. Result Chain**

A combination of objectives and targets from Strategic Plan and activities and inputs from MTEF form council's Result chain. There is causal linkage in the various elements of TangaCity council result chain, where the inputs will lead to the implementation of the activities which in turn contribute to attainment of targets and realize set objectives. Realization of objectives will lead to achievement of output and outcome which contribute to impact. Outputs, outcomes or impacts of development interventions, with each element contributing to the next level, as set out in result chain below. The links between each element are as important as result themselves.

The CityCouncil will use output, outcome and impact information (results data) at different levels of implementation (from national down to Wards and Villages) to communicate and account for what has been achieved, and to enable learning, informed decision making and take corrective measures.

#### **4.2 STRATEGIC PLAN MATRIX**

The Strategic Plan Matrix shows how the results envisioned in the Strategic Plan will be implemented as well as the benefits that will accrue to its community and other stakeholders. The Matrix aligns key elements (Vision, Mission, Strategic Objectives, Targets, OVI and MoV) of the Strategic Plan in a logical flow.

The Strategic Plan Matrix adopts the Log frame approach which is a participatory Planning, Monitoring and Evaluation tool, to summarize the key features of a plan and is best used to incorporate the full range of views of stakeholders and intended beneficiaries.

The Tanga City Council Strategic Plan 2021/22 – 2025/26 Matrix is attached as Annex II to the document

## **CHAPTER FIVE**

### **5.0 MONITORING AND EVALUATION (M&E) FRAMEWORK**

Monitoring, evaluation and reporting will form a critical feature of the implementation of this strategic plan. This will entail regular data collection and analysis, which will provide timely, substantive and analytical information for the Council to evaluate achievements and assess progress on implementation of its activities. The output of the process will provide the necessary feedback on the status of implementation to inform decision-making in the council and stakeholders and taking evidence based corrective action decisions.

Monitoring and Evaluation are integral parts of the implementation of the plan hence establishes a schedule to periodically monitor and evaluate the progress of implementation of the strategic objectives. While monitoring is essential for tracking down the progress of achieving intended outcomes, evaluation will serve the purpose of assessing efficiency, effectiveness and impact of strategies and targets in the context of attaining the objectives.

This Chapter presents planned reviews, Monitoring and Evaluation plans for the period covering the five years of Strategic Plan. Monitoring of the Medium Term Strategic Plan for 2021/22 – 2025/26 will be done on a continuous basis in the course of implementing the plan. Evaluation will be conducted periodically using the established key performance indicators

#### **5.1 MONITORING AND EVALUATION FRAMEWORK**

Implementation of this Strategic Plan will be done at all levels of the Council and its outputs will form part of the Council's quarterly and annual performance reports. Every department and unit will ensure that their respective annual work plans are prepared within the framework of the Strategic Plan. The annual plans will be cascaded to all departments, Units and individual levels like service delivery points including health facilities, schools, etc. Their proposed targets, will be discussed and submitted to relevant departments, units or sections in approved prescribed formats. Management will ensure that all priorities, programs and rules are prepared and reviewed on the basis of the Plan.

The overall responsibility of monitoring and evaluation of the implementation of the Strategic Plan 2021/22 – 2025/26 will be vested in the Council Management Team headed by the City Director (CD), who is the Accounting and CEO of the Council. They will regularly report to the Full Council with regards to the Plan implementation and its overall performance

However, every head of department or unit will be responsible for coordinating periodic reviews. The reporting system will require that each implementing unit monitors its activities as contained in its annual work plan and budget and prepare periodic performance reports. This will in turn lead to critical assessment of council objectives in regularly scheduled top technical, management meetings and in the staff meetings at the departmental level before it reaches council meetings. M&E will be based on a framework which consists of various components: a

definition of responsibilities, tracking of indicators, adoption of monitoring and evaluation mechanisms, a reporting process, timeliness and financing.

#### **1.1.1. Objective of Monitoring and Evaluation**

The objectives of Monitoring and Evaluating in the implementation of the Strategic Plan are:-

- a) To provide regular information for decision making on the course of implementation and to all stakeholders on the progress of Plan.
- b) To assess performance in terms of achievements and drawbacks, and ensure that implementation is focused and targets are being achieved;
- c) To ensure the continuous review and update of strategies for improving service delivery and overall future performance, and assist in the mobilization of appropriate interventions at all stages of implementation;
- d) Act as an early warning or alert for making timely adjustments (reviews) in cases where objectives and targets are unlikely to be achieved;
- e) Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.

This Strategic Plan has assigned monitoring indicators at target level, which assess the impact at the end of the implementation period. The targets are set in such a way that they provide values for the milestones for setting indicators for assessing the achievements of the sector objectives.

The institutional framework for monitoring and evaluating the Strategic Plan is coordinated under the Planning and Coordination department where M&E is special section. The department is responsible for undertaking M&E for the whole council. Notwithstanding, at other departments and units, preliminary M&E is undertaken by assigned staff.

The M&E framework is supported by the implementation framework as outlined in the annual action plan and progress reports presented monthly, quarterly, mid-year and annually. Site monitoring visits are regularly carried out to make verification of the presented reports.

#### **1.1.2. Monitoring and Evaluation Responsibilities**

Each department or unit in the council will conduct programme input and output analysis. They will also conduct some basic evaluations, which will include assessment of quality achieved, cost analyses and assessment of implementation. Monitoring, which is the first part of the process, will be based on the following guidelines:

- a) All departments/units will monitor activities under their responsibilities based on the observations of progress in their levels of jurisdiction. Section heads will be in charge of monitoring processes falling under their sections or service facilities. This will include accounting for inputs, activities and outputs, with main focus on the objectives listed for implementation.
- b) Each departments/units will monitor the outcomes obtained by their departments and generate the latest data on progress from within itself. This data will be forwarded to the Planning and Coordination departments. Likewise, sections/service delivery facilities will

monitor the outputs realized by their units/sections under them to generate outcomes as indicated in this Strategic Plan.

- c) It will be the ultimate responsibility of the heads of department or units to monitor the overall results of the Council in the implementation of this Strategic Plan. This will be done by tracking outcome indicators based on the achievements of the departments/units.
- d) The City Council can form an M&E Management Team<sup>7</sup> under the Planning Office to spearhead monitoring and evaluation of the Strategic Plan. Its main responsibilities will be to:
  - Develop a reporting template and other levels e.g. ward, village, and service delivery facilities' M&E frameworks;
  - Receive analyse, summarize, consolidate and forward reports to council management on a timely basis as per specific deadlines;
  - Develop mid-term, end term and any ad hoc evaluations; and,
  - Report on performance contract targets.

## **5.2. MONITORING**

Monitoring the implementation of the strategic plan will constitute systematic tracking of activities and actions to assess progress of an intervention so that potential problems can be identified and corrective action taken in a timely manner. Effective monitoring helps to identify challenges and take immediate remedial action, thereby ensuring that targets are achieved. Regular reporting at all levels is necessary for follow-up and record keeping.

The Monitoring framework is supported by the implementation framework as outlined in the annual action plan and progress reports presented monthly, quarterly, mid-year and annually. Site monitoring visits are regularly carried out to make verification of the presented reports.

The strategic plan monitoring shall provide the City council with information on the progress and results of the plan implementation. It shall provide essential feedback mechanisms within the adaptive management framework to keep the strategic plan dynamic and responsive to changing conditions. Principally this strategic plan will follow government standard monitoring and evaluation processes and procedures. The monitoring plan has been designed to ensure public institutions in conjunction with other key stakeholders are empowered to monitor this Strategy at three levels (i) Input; (ii) Process; and (iii) Output.

### **5.2.1. Monitoring Plan**

The main objective of monitoring is to ensure that all the planned targets and activities in the plan are implemented according to the plan. The monitoring plan consists of indicators and indicators description, baseline for each indicator; indicator target values and the officers who will be responsible for data collection, analysis and reporting. During monitoring the outcome indicators will be reported on annual basis, but tracking of the indicators will be made on quarterly basis.

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<sup>7</sup> Not in the current structure of Local Governments in Tanzania

#### **5.2.1.1. Indicators**

There are two types of indicators that will be tracked under this Strategic Plan: Quantitative (*input, processes and output*), and Qualitative (*outcome*) indicators. The quantitative indicators will be measured at the program level while the outcome qualitative indicators will be measured at council levels.

#### **5.2.1.2. Data Collection, Maintenance and Management**

Under this strategic plan, standardized tools will be developed to enable the Council have comparable aggregation and comparison of data from different sources. Qualitative indicators will therefore be collected using survey methods and special studies while quantitative indicators will be collected using program level reports.

#### **5.2.2. Monitoring Process**

The monitoring process will involve use of indicator's as described in the Result Framework Matrix and comparing it with the actual performance. Baseline data from each performance indicator is the current levels during FY 2021/2022 which have been incorporated into performance targets. Performance data will be accumulated and collected by departments on quarterly basis. Performance analysis data will be analysed and depending on its impact the material and social economic environment the annual budgets can be revised, such reviews will take into account factors such as Relevance, Effectiveness, Efficiency, Sustainability, and Impact.

The monitoring process will be carried out and reports will be prepared in accordance with the formats and forms provided in the National Budget Guidelines. The reports to be prepared shall include:-

##### **a) Quarterly progress reports:**

These are reports derived from day to day activities implemented within the quarter. They will give information on implementation status of the plan, and will report on cumulative targets and expenditures, against the annual plan and budget. These will be prepared by departments in agreement with the basis of budgetary cycles. The reports will describe activities undertaken by departments toward achieving specific targets and strategies of the plan and will comprise of costs, benefits, performance measures, highlights of major achievements and progress to the date ending the quarter.

The City Planning department will coordinate and to assist departments in completing the reports prior to submission.

##### **b) Semi-Annual progress reports:**

Mid-Year Progress Report will describe activities undertaken by departments toward achieving specific targets/outcomes and strategies of the plan. All the inclusions of the Quarterly Reports will be described on mid-year basis.

### **c) Annual Performance reports:**

These are Physical and financial Performance Reports consisting of major achievements in terms of the targets delivered and the progress realized during the period. The Annual Performance Report is intended to provide a detailed description of council's main achievements in terms of the targets reached and the progress it is making in realising its outcomes and in improving its service delivery. The Performance is also measured on the basis of the activities undertaken by departments for the whole year.

### **d) Five year performance report:**

This report provides a detailed description of the council's main performance in terms of the progress to deliver the Mission as well as performance on revenues and expenditure.

## **5.3. EVALUATION**

The evaluation of the Strategic Planning provides analytical and objective feedback to the Council and stakeholders on the effectiveness and relevance in achieving the desired outcomes. The basis for evaluation will be the performance indicators as outlined in evaluation matrix.

Evaluation is the structured interpretation and giving of meaning to predict or a critical and objective assessment of the overall planning process in the form of specific milestones of achievements as compared to the original planned objective's expectations. This will be prepared at the end of the Strategic Planning cycle, which is after financial year 2025/2026. The product here will be a Five - Year outcome evaluation against Plan objectives and outcomes. This should focus on assessing the degree to which the council is meeting its planned objectives, that is, whether it is achieving the envisioned results or outcomes documented in its Strategic Plan or not.

The report should summarise the findings of the main evaluations, analytical studies, and reviews undertaken during the implementation period. For each objective the report should describe what the expected achievements were, how they were measured, and what were the main findings or results of the assessments. These assessments should be linked to the goals and the planned operational targets. That is to say "Evaluation will be done to analyse the long-term effects of trends in specific interventions."

### **5.3.1. Evaluation Plan**

In order to assess the plan performance, there shall be annual plan evaluation exercise for the entire plan period. Usually (*not necessarily*) the Council can conduct an "Ex-Ante Evaluation" which is used to set the basis for a evaluation by identifying objectives, target levels, and baselines for each response target.

The Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle, description of each study, the evaluation questions, the methodology, timeframe and the responsible person. A total of five evaluation studies will be conducted over the period of five years. The Evaluation Plan for Tanga City council Strategic Plan 2021/22 – 2025/26 is provided in the table below

**TABLE 5.1: Evaluation Plan for Tanga City Council Strategic Plan 2021/22 – 2025/26**

| <b>Evaluation</b>   | <b>Description</b>   | <b>EvaluationQuestions</b>  | <b>Methodology</b>   | <b>Time</b>    | <b>Responsible</b>   |
|---------------------|--|---|--|----------------|--|
| Mid-Term Evaluation | This evaluation aims to measure the realization of intermediate outcomes.        | What has been achieved so far in terms of intermediate outcomes?<br><br>What were the challenges and lessons learnt?  | <ul style="list-style-type: none"> <li>• Interviews</li> <li>• Observation</li> <li>• Focus group discussion</li> <li>• Controlled studies</li> <li>• Literaturereviews</li> </ul> | Jan 2024       | DPLO<br>HODs   |
| Terminal Evaluation | This evaluation aims to measure the achievement of Planned Strategic Objectives. | To what extent have the Planned Targets been achieved?<br><br>Has Target achievement led to realization of the intended outcomes?   | <ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus group discussion</li> <li>• Controlled studies</li> <li>• Literaturereviews</li> </ul>                        | July-Sept,2026 | <ul style="list-style-type: none"> <li>• DPLO</li> <li>• HODs</li> <li>• External Evaluator</li> </ul> |
|                     | This evaluation also measures the impact that the Authority has on the public.   | <p>What policy, legal and regulatory framework changes can be done to improve the outcomes?</p> <p>What is the percentage of stakeholders satisfied with services provided by the council</p> <p>To what extent does the council provide services to grass root level to meet need of community members?</p> <p>To what extent has the council contributed development of the country? <b>etc</b></p> | <ul style="list-style-type: none"> <li>• Controlled randomizedstudies</li> <li>• Literaturereviews</li> <li>• Surveys</li> <li>• Questionnaire</li> </ul>                          |                |  |

**Source:** Tanga CityCouncilPlanning Department, 2020



### **5.3.2. Evaluation Process**

Evaluation process is intended to measure performance outcome during the implementation of the plan in a given period. The established key performance indicators and associated target values in the Medium Expenditure Framework (MTEF) will be used in assessing the impact from targets delivered and attaining objectives. Evaluation outcomes will ultimately be used in making decisions on revision of targets and strategies and in the preparation of the subsequent strategic plan.

It is recommended that the evaluation exercises are conducted at the end of financial year. In order to assess the Plan performance, there shall be annual Plan Evaluation exercises for the entire plan period. In order to match activity funding with plan implementation, evaluation and review; it is recommended that the evaluation exercises are conducted at the end of the financial year. There are mainly two major evaluation activities that, “but three” will be undertaken during the implementation of the Council Strategic Plan:

#### **a) Mid-Term Evaluation:**

The Council will undertake a mid-term review of the Strategic Plan by examining implementation progress at all functional levels. The report generated will be used to re-engineer the interventions so as to achieve the goals set in the strategic plan within the set time preferable 2½ years and to be carried out by internal evaluators.

#### **b) End term Evaluation:**

Will be conducted at the end of the strategic plan period, the Council will undertake an evaluation to ascertain the level of achievement and help in designing future activities of the strategic plan. This will be undertaken using external evaluators with the assistance from internal evaluators.

#### **c) An ad-hoc evaluation:**

In case of significant unexplained variation between goal and performance (especially in critical performance areas), an ad hoc evaluation will be conducted to inform decision-making and implementation.

### **5.3.3. Evaluation Framework**

These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the unexecuted activities of the Strategic Plan.

## **5.4. REVIEWS PLAN**

Reviews Plan is carried out in order to remain focused in realizing the Council's Core Mission, Strategic Objectives and Targets, and therefore stay the course to the Vision. There shall be mid-annually and annually plan reviews, and the plan is to carry out a total of five formal (mid-year and annual) reviews during the Strategic Plan Cycle. These reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. They shall be triggered by the results of evaluation activities. That is, they are meant to be responsive to the shortcomings in

the course of plan implementation. These shall include annual reviews, Medium Plan reviews after two and half years and a major Plan review after five years.

All the reviews will focus on performance against planned, also on determining whether the planned outputs over the plan period have been achieved against the indicators, and if not what could have been the reasons for that, and which is the way forward. They will also assess as to what extent the achieved targets have contributed towards achievement of the outcomes as well as issues, challenges and lessons learnt over the plan period. The specific planned reviews is detailed in the table below:

**Table 5.2: Planned Review Framework**

| Years   | Planned Review Description             | Time Frame   | Responsible        |
|---------|--|--------------|--------------------|
| 2021/22 | Mid Annual Performance review          | Jan-22       | DPLO, HODs         |
|         | Annual Performance review              | Jul-22       | DPLO, HODs         |
| 2022/23 | Mid Annual Performance review          | Jan-23       | DPLO, HODs         |
|         | Annual Performance Review              | Jul-23       | DPLO, HODs         |
| 2023/24 | Mid Term Plan Performance Review       | Jan-Mar 2024 | CMT, Council, Ext. |
|         | Annual Performance Review              | Jul-24       | DPLO, HODs         |
| 2024/25 | Mid Annual Performance review          | Jan-25       | DPLO, HODs         |
|         | Annual Performance Review              | Jul-25       | DPLO, HODs         |
| 2025/26 | Mid Annual Performance review          | Jan-26       | DPLO, HODs         |
|         | Five year Performance & Outcome Review | Jul-Sep 2026 | CMT, Council, Ext. |

*Source: TangaCity Director's Office, 2021*

## 5.5. REPORTING

TangaCity Council is obliged after approval to submit implementation reports to the Regional Secretariat, PO-RALG, Prime Minister's Office (PMO), Ministry of Finance and Planning and other sector Ministries on specific issues.

This sub-section details the Reporting Plan which contains the internal and external reporting plans. The reporting plan is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

### 5.5.1. Reporting Plan

The reporting plan will be in accordance to statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time. The plan will contains both the internal and external reporting.

#### a) Internal Reporting Plan

There shall be internal reporting plan to control the periodic internal reporting system during plan implementation period. This will involve preparation of all types of reports as per requirements e.g. departments or units quarterly progress reports and annual reports. These reports will be submitted to various internal stakeholders including CMT, Council statutory meetings, District Commissioner (DCC), and Regional Secretariat. The

reports will be prepared on monthly, quarterly, annually or on demand basis as may be required. The Reporting framework is outlined below:

**Table 5.3: Internal Reporting Plan**

| TypesOfReport  | Recipient   | Frequency            | Responsible              |
|--|---|----------------------|--------------------------|
| 1. Council Sectors (Tech.) Progress Reports                    | Regional Secretariat<br>Sector Ministries             | Quarterly            | HODs                     |
| 2. Council Audit Report  | Audit Committee,                                      | Quarterly            | Int. Auditor             |
| 3. Council Integrity Reports                                   | Council Integrity<br>Committee                        | Quarterly            | Integrity<br>coordinator |
| 4. Council Development Progress Reports (Physical & Financial) | Standing Committees<br>Full Council meeting           | Monthly<br>Quarterly | HODs<br>CECON            |
| 5. Council Procurement Report                                  | Finance and Administration<br>Committee; Full Council | Quarterly            | Head of PMU              |

*Source: TangaCity Director's Office, 2021*

#### **b) External Reporting Plan**

The external control of the plan shall involve the external reporting system in which various reports shall be presented to high respective authorities. This plan will involve preparation of eight types of reports that will be prepared on quarterly, annually or on demand basis from time to time, and be submitted to various external stakeholders, as shown above.

The reporting plan will be in accordance with the statutory requirements as directed from time to time, as well as the Government Performance reporting requirements as stipulated in the Medium Term Strategic Planning and Budgeting Manual. This plan will also involve preparation of a variety of reports e.g. Projects Implementation Report, Performance reports, Procurement reports, financial statements, Annual reports and Election Manifesto implementation report to be submitted to various external stakeholders, including PO - RALG, Controller and Auditor General (CAG), Development Partners (DPs), the Local Authorities Accounting Parliament Committee (LAAC) and the General Public. The reports will be prepared on quarterly, annually or on demand basis. These reports include:-

**Table 5.4: External Reporting Plan**

| TypeOfReport  | Recipient                           | Frequency                        | Responsible   |
|---|-------------------------------------|----------------------------------|---------------|
| 1. Ruling Party (CCM) Election Manifesto Implementation Report              | ♦ Regional Secretariat<br>♦ PO-RALG | Bi-annual<br>Annual              | DPLO,<br>HODs |
| 6. Council Development Progress Reports ( <i>Physical &amp; Financial</i> ) | ♦ Regional Secretariat<br>♦ PO-RALG | Quarterly<br>Bi-Annual<br>Annual | DPLO,<br>HODs |
| 2. Council Performance and  | ♦ Regional Secretariat              | Monthly/                         | DPLO, CT      |

| TypeOfReport  | Recipient                             | Frequency | Responsible         |
|---|---------------------------------------|-----------|---------------------|
| Progress Reports( <i>Financial &amp; Physical</i> ) | ♦ PO-RALG                             | Quarterly |                     |
| 3. Annual Audited Financial Statements              | ♦ Regional Secretariat                | Annually  | CT, HODs            |
| 4. Council Internal Audit Report                    | ♦ RS & PO-RALG<br>♦ IAG - MOFP        | Quarterly | CIA                 |
| 5. Council Procurement Report                       | ♦ Regional Secretariat<br>♦ PPRA      | Quarterly | HPMU                |
| 6. Council Sector and Technical Report              | ♦ RS & PO-RALG<br>♦ Sector Ministries | Quarterly | HODs                |
| 7. Council Integrity Reports                        | ♦ PCCB Office                         | Quarterly | Integrity committee |

*Source: TangaCity Director's Office, 2021*

## 5.6. RISKS AND ASSUMPTIONS

### 5.6.1. RISKS

For the successful implementation of councils' Strategic Plan, risk management is a prerequisite aspect. A systematic approach to managing risks throughout the whole council's plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. The risk analysis for TangaCity Council involved identifying where the council might be vulnerable to internal and external factors. It will enable the Council plan for mitigating measures. However, it is important to note that, the council may not be able to cover all the risks.

TangaCity Council needs an integrated organization-wide approach to manage uncertainties. However, adopting such an approach is a continuous, pro-active and systematic process implies a significant change in council's management culture at all levels. Risk management requires a clear delineation of roles based on existing hierarchy, responsibilities and areas of work. It has to be understood as a collective responsibility the anticipation and management of risks has to become everyone's concern. It presupposes the strengthening of existing analysis, management and communication capacities and calls for the need to set up and implement preventive, mitigation and reactive plans.

Systematic management of risk at all levels of the City council and at each stage of programming will improve planning efficiency and service delivery, and will allow better and more reliable decision-making. Risk management therefore will form an integral part of strategic plan implementation and results based management.

### 5.6.2. Risks management Plan

TangaCity Council will develop Risk Management Plan which will spell out possible risks under each target developed in the Strategic Plan in every strategic service area. During Strategic Planning process of TangaCity Council, the following risks were identified and the risk management plan that articulates possible impacts and mitigation measures and who is responsible is given below.

**Table 5.5: Example of Risk Analysis Matrix for TangaCity Council**

| Identified Risk  | Impact on Intervention  | Likelihood | Consequences | Risk Level | Mitigation Measure   | Responsible  |
|--|---|------------|--------------|------------|--|--|
| <u>Gender</u><br>Gender and disability not effectively mainstreamed in leadership  | Decision making may compound current inequalities, contribute to further problems   | 4          | 3            | 2          | <ul style="list-style-type: none"> <li>All decision making made with govt. and other stakeholders will consider gender and disability as cross cutting issues.</li> <li>All staff and stakeholders engaged on Partnership supported activities will be briefed on key gender equity</li> </ul> | Council director and Management<br>CSOs and other stake-holders              |
| <u>Political</u><br>Decisions that impact resource mobilization, budget execution and their accountability                     | <ul style="list-style-type: none"> <li>Overstretch and fail to fully implement plans</li> <li>Less accountability on budget execution</li> </ul>                      | 3          | 3            | 3          | Continuous engagement with the political wing of Government  | Council chairperson and Councilors<br>Council director and Management        |
| <u>Climate</u><br>Drought has impact on agricultural productions   | <ul style="list-style-type: none"> <li>Food shortage may surface in some areas</li> </ul>   | 3          | 4            | 4          | <ul style="list-style-type: none"> <li>Implement green growth and climate smart agriculture</li> <li>Strengthen irrigation agriculture</li> </ul>  | Council director and Management<br>MDAs (Environment)                        |
| <u>Economic</u><br>Poor performance in major cash crops like round potatoes<br>Re-occurrence of natural disasters like drought | <ul style="list-style-type: none"> <li>Drop in households' incomes</li> <li>Low incomes hence fail to meet basic needs</li> <li>Effects on council budgets</li> </ul> | 3          | 4            | 2          | <ul style="list-style-type: none"> <li>Prudent diversification of agricultural production with more than one cash crops, and contract farming.</li> <li>Emergency preparedness including budgetary provisions for contingency funds</li> </ul>   | Council director and Management<br>Agriculture Sector Lead Ministries (ASLM) |
| <u>Financial</u><br>Development Partners restraining from their commitment to finance  | <ul style="list-style-type: none"> <li>Failure to finance economic investments</li> <li>Budget derailment and affect key sectors.</li> </ul>                          | 3          | 2            | 2          | <ul style="list-style-type: none"> <li>Compliance to financing agreements</li> <li>Increase in own sources revenue mobilization to finance the budget</li> </ul>   | Council chairperson, and Councilors<br>Council director and Management       |
| <u>Governance</u><br>Adverse reports bad publicity   | <ul style="list-style-type: none"> <li>Bad reputation may disturb stakeholders participation</li> </ul>   | 2          | 4            | 3          | Enforce accountability and transparency  | Council director and Management  |

*Source: TangaCity Director's Office, 2021*

**KEY**

| RISK LEVEL          | 1          | 2        | 3        | 4         | 5              |
|---------------------|------------|----------|----------|-----------|----------------|
| <b>Likelihood</b>   | Rare       | Unlikely | Possible | Likely    | Almost certain |
| <b>Consequences</b> | Negligible | Minor    | Moderate | Major     | Severe         |
| <b>Risk Level</b>   | Low        | Medium   | High     | Very High | Extreme        |

### **5.6.3. Key assumptions**

For the objectives of this strategic plan (2021/22 – 2025/26) to be achieved, the following are the major assumptions which need close monitoring and timely response by Council Management Team.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of the Council in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.

The availability of adequate financial resources to implement the planned activities for achievement of the strategic plan.

## CHAPTER SIX

### 6.0 FINANCING THE STRATEGIC PLAN

This section indicates the funding requirements for implementing and executing the strategic interventions highlighted in the preceding chapters.

### 6.1 FINANCING REQUIREMENT AND SOURCES OF FUNDING

The total funding requirement for implementing the TCC Strategic Plan is estimated to cost TZS 356,323,907,162.65/= spread over five years, whereas TZS 285,517,636,323.18/= which is 80.13% of the total budget is from Government Grants (PE), Own Source Revenue (OC) TZS 43,857,483,368.00 equal to 12.31% and Development Partners TZS 26,948,787,471.02 will cover for the development budget. Much of this estimate is expected to be covered by Grants from Central Government.

The elaborated budget estimates by activity appear will be in Annex II while the estimated budget per strategic objective is as summarized on Table 25.2 below and per year is shown on Table 25.3. As stated above, this is just an indicative budget and the actual budget is expected to vary annually depending on the council's efforts to solicit and attract funds from various sources.

**Table 6.1: Indicative Budget by Strategic Objectives for 5 years**

| No       | STRATEGIC OBJECTIVE   | BUDGET '000)             | %AGE        |
|----------|---|--------------------------|-------------|
| <b>A</b> | Services improved and HIV/AIDS infection reduced;                                     | 3,238,863,430.6          | 0.5         |
| <b>B</b> | Effective implementation of National Anti-corruption Strategy enhanced and Sustained; | 936,228,372.7            | 0.1         |
| <b>C</b> | Good Governance, Administration and Human Resources management enhanced;              | 282,989,655,278.4        | 43.7        |
| <b>D</b> | Access, quality and equitable social services delivery improved;                      | 93,353,021,130.5         | 14.4        |
| <b>E</b> | Local Economic Development coordination enhanced.                                     | 195,000,000,000.0        | 30.1        |
| <b>F</b> | Social welfare, gender and community empowerment improved;                            | 13,035,274,933.4         | 2.0         |
| <b>G</b> | Effective Planning and Financial Management improved                                  | 5,000,000,000.0          | 0.8         |
| <b>I</b> | Infrastructure development & information Technology increased                         | 47,465,303,948.0         | 7.3         |
| <b>Y</b> | Emergence Preparedness and Disaster Management Improved.                              | 19,468,637.3             | 0.0         |
| <b>J</b> | Effective Urban Planning, Natural Resources and Environment Management enhanced.      | 5,394,663,622.9          | 0.8         |
| <b>K</b> | Multi-sectorial Nutrition services improved.  | 428,280,523.5            | 0.1         |
|          | <b>TOTAL</b>  | <b>646,860,759,877.3</b> | <b>99.5</b> |

*Source: Finance and Trade Department, Tanga City Council 2020*

### 6.2 FINANCING STRATEGY AND STRUCTURE

Implementation of this Strategic Plan will constitute the day to day functions of TCC. The plan will be financed through the annual allocations of development and recurrent budgets and the main sources of financing are expected to be Government subventions,

Own Sources Revenues, Community Contributions in kind and Cash, support from Development Partners' Budgets, CSOs contributions, Private Sector contributions, and borrowing from financial institutions where appropriate.

The Central Government funds<sup>8</sup> allocated through their MTEF that will be shown in their budgets for various services delivery. These are in form of grants either general grants from Treasury; block grants from PO-RALG, and Sector Ministries set to service their sector requirements for services provided by TCC. These funds, usually with conditions established under such funds are used for implementation of various planned activities.

#### **6.2.1. OWN SOURCES REVENUES**

However, an integrated approach and coordinated working system is highly required to ensure that funds to address service delivery improvements are used to achieve the objectives presented in this strategic plan. During the next five years (2021/22 – 2025/26), TCC shall intensify measures to strengthen mobilisation of funds from Own Sources in order to finance its core mission activities. It has been realized that TCC cannot sustain itself financially by depending on Government subventions and donor funding which keep on decreasing. To reduce budgetary dependency, mobilise and maintain financial sustainability, it is imperative that TCC Community changes its mind set towards self-sufficiency and keep on increasing.

To ensure financial resources availability and attain self-sufficiency, the TCC looked at enriching its own sources basket and propose establishment of new sources to meet the financial requirement for its plan implementation, which include:-Announcement fees TATV, Revenue from sales of Blocks, Fishing Vessel license fees, Fish landing facility fees, 'Usajili wa Vikundi,' Entertainment fees, 'Marejesho ya Mikopo,'Closing road fees, Taxi license fees, 'Ada ya Kukodisha Mitambo,'Ada ya mizani,'Charcoal produces cess, Land survey and Building materials extraction license fee.

#### **6.2.2. GOVERNMENT FUNDING (GRANTS)**

The Government continues to be the main financier of the TangaCity council's budgets through grants by Inter-Government Fiscal Transfers (IGFT). The Council expects to attract funds from Central government to cover for Personal Emoluments (PE), Other Charges (OC) and investments; and from Development Partners to meet for capacity building costs, also to collect from its Own Sources revenues for Personal Emoluments (PE) to some support staff, Other Charges (OC) and Development costs.

In the next five years, it is estimated that the Central Government will contribute TZS 285,517,636,323.18 (about 80.13% of the total budget) in form of Personal Emoluments (PE), Other Charges (OC) and Development funds. Development partners are expected to contribute TZS 26,948,787,471.02 (about 7.6% of the total budget) for Capacity Building and infrastructure development. On the other hand, TCC is expected to raise TZS 43,857,483,368 (about 12.31% of the total budget) from its Own Sources

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<sup>8</sup>Central governments funds are revenue collected by the Government (TRA) through taxes and charges from various investments.



towards the implementation of the plan. In Summary, the financing structure is estimated to be as shown in table 25.4 below;

**Table 6.2: Financing Structure for the Tanga D.C. Strategic Plan**

| NO. | SOURCE                | CONTRIBUTION (TZS)        | %AGE          |
|-----|-----------------------|---------------------------|---------------|
| 1   | Own Source Revenues   | 43,857,483,368            | 12.31         |
| 2   | Government Grants     | 285,517,636,323.18        | 80.13         |
| 3   | Development Partiners | 26,948,787,471.02         | 7.56          |
| 4   | Private Sector/CSOs   | 100t                      | 0.00          |
|     | <b>TOTAL</b>          | <b>356,323,907,162.20</b> | <b>100.00</b> |

*Source: Tanga D.C.Finance and Trade Department, 2021*

### **6.2.3. DEVELOPMENT PARTINERS (GRANTS)**

The Development partner's funds are currently among the important sources of funding activities such as capacity building. In order to increase the contribution of the Development partners, TCC Sectors or Departments and Units shall be encouraged and facilitated to prepare proposals that stand a good chance of attracting funding from Development partners.

### **6.2.4. PRIVATE SECTORS INVESTMENTS (PPP)**

Tanzania has a number of local private agencies with the potential of supporting TCC strategic plan. However, most of the existing linkages and partnerships at are with the public agencies. In implementing this Strategic Plan, TCC shall strive to identify potential local partners including financial institutions which are ready to grant loans and forge partnership with them. In order to enhance the contribution of the private sector in financing this strategic plan, sectors shall play an active role in soliciting funds from the private sector and financial institutions through PPP.

### **6.2.4. BORROWING**

Borrowing from different sources is another source of funds for LGAs. The TangaCity Council after consultation with the Ministry responsible for Finance and PO-RALG and duly authorised cab borrow money to meet its budgetary demands. This is given under Sec. 14 (1)-(5) of the Local Government Finances Act Cap 290; Sec. 51 of Local Governments Financial Memorandum of 2009; and Loans act No. 30 of 1974 (R.E. 2004).

Among the borrowing sources include Government's MDAs like Ministry of Lands and Housing (Survey Funds); Local Government's Loans Board; NHIF (Health services etc.); Financial Institutions like commercial Banks; and also the Council can offer Municipal Bonds<sup>9</sup>which is yet to be operationalised in Tanzania so far. If in near future the government allows this will be one of the good and sustainable revenue sources for local government authorities.In Summary, the financing structure is estimated to be as shown in the table below;

<sup>9</sup> This is Borrowing and is not practiced so there in need to consult PO-RALG and MOFP prior initiating any step

## FUNDING PLAN

The Council's breakdown of the recurrent and development resource requirements for the 5-year period under the Medium Term Expenditure Framework per every strategic objective is shown on Table below.

**Table 6.4: Indicative Budget by Strategic Objective for fiscal years 2021/22 – 2025/26**

| No.      | STRATEGIC OBJECTIVE   | 2020/21                 | ANNUAL SP BUDGET (TZS '000) |                          |                          |                          |                          | TOTAL                     |       |
|----------|---|-------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|-------|
|          |   |                         | 2021/22                     | 2022/23                  | 2023/24                  | 2024/25                  | 2025/26                  | TZS                       | %     |
| <b>A</b> | Services improved and HIV/AIDS infection reduced;                                     | 329,398,996.00          | 342,574,955.84              | 356,277,954.07           | 370,529,072.24           | 385,350,235.13           | 1,784,131,213.28         | <b>3,238,863,430.56</b>   | 0.5   |
| <b>B</b> | Effective implementation of National Anti-corruption Strategy enhanced and Sustained; | 95,216,329.00           | 99,024,982.16               | 102,985,981.45           | 107,105,420.70           | 111,389,637.53           | 515,722,350.84           | <b>936,228,372.68</b>     | 0.1   |
| <b>C</b> | Good Governance, Administration and Human Resources management enhanced;              | 49,121,029,934.86       | 51,085,871,132.25           | 53,129,305,977.54        | 55,254,478,216.65        | 57,464,657,345.31        | 66,055,342,606.62        | <b>282,989,655,278.37</b> | 43.7  |
| <b>D</b> | Access, quality and equitable social services delivery improved;                      | 9,494,192,050.17        | 9,873,959,732.18            | 10,268,918,121.46        | 10,679,674,846.32        | 11,106,861,840.18        | 51,423,606,590.31        | <b>93,353,021,130.45</b>  | 14.4  |
| <b>E</b> | Local Economic Development coordination enhanced.                                     | 0.00                    | 39,000,000,000.00           | 39,000,000,000.00        | 39,000,000,000.00        | 39,000,000,000.00        | 39,000,000,000.00        | <b>195,000,000,000.00</b> | 30.1  |
| <b>F</b> | Social welfare, gender and community empowerment improved;                            | 1,325,713,963.47        | 1,378,742,522.01            | 1,433,892,222.89         | 1,491,247,911.80         | 1,550,897,828.28         | 7,180,494,448.45         | <b>13,035,274,933.43</b>  | 2.0   |
| <b>G</b> | Effective Planning and Financial Management improved                                  | 0.00                    | 1,000,000,000.00            | 1,000,000,000.00         | 1,000,000,000.00         | 1,000,000,000.00         | 1,000,000,000.00         | <b>5,000,000,000.00</b>   | 0.8   |
| <b>I</b> | Infrastructure development and information Technology increased                       | 4,827,317,915.86        | 5,020,410,632.49            | 5,221,227,057.79         | 5,430,076,140.11         | 5,647,279,185.71         | 26,146,310,931.96        | <b>47,465,303,948.06</b>  | 7.3   |
| <b>Y</b> | Emergence Preparedness and Disaster Management Improved.                              | 1,980,000.00            | 2,059,200.00                | 2,141,568.00             | 2,227,230.72             | 2,316,319.95             | 10,724,318.67            | <b>19,468,637.34</b>      | 0.0   |
| <b>J</b> | Effective Urban Planning, Natural Resources and Environment Management enhanced.      | 548,648,258.64          | 570,594,188.99              | 593,417,956.55           | 617,154,674.81           | 641,840,861.80           | 2,971,655,940.78         | <b>5,394,663,622.93</b>   | 0.8   |
| <b>K</b> | Multi-sectorial Nutrition services improved.  | 43,557,000.00           | 45,299,280.00               | 47,111,251.20            | 48,995,701.25            | 50,955,529.30            | 235,918,761.75           | <b>428,280,523.50</b>     | 0.1   |
|          | <b>GRAND TOTAL</b>  | <b>65,787,054,448.0</b> | <b>108,418,536,625.9</b>    | <b>111,155,278,091.0</b> | <b>114,001,489,214.6</b> | <b>116,961,548,783.2</b> | <b>196,323,907,162.7</b> | <b>646,860,759,877.32</b> | 100.0 |

*Source: TCC Finance and Trade department, 2020.*

## **ANNEX I: STRATEGIC PLAN MATTRIX**

**THE UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENTS**



# **TANGA CITY COUNCIL**

## **Strategic Plan**

**2021/2022 – 2025/2026**

### **VOLUME 2: ATTACHMENTS I - II**

**Prepared By:**

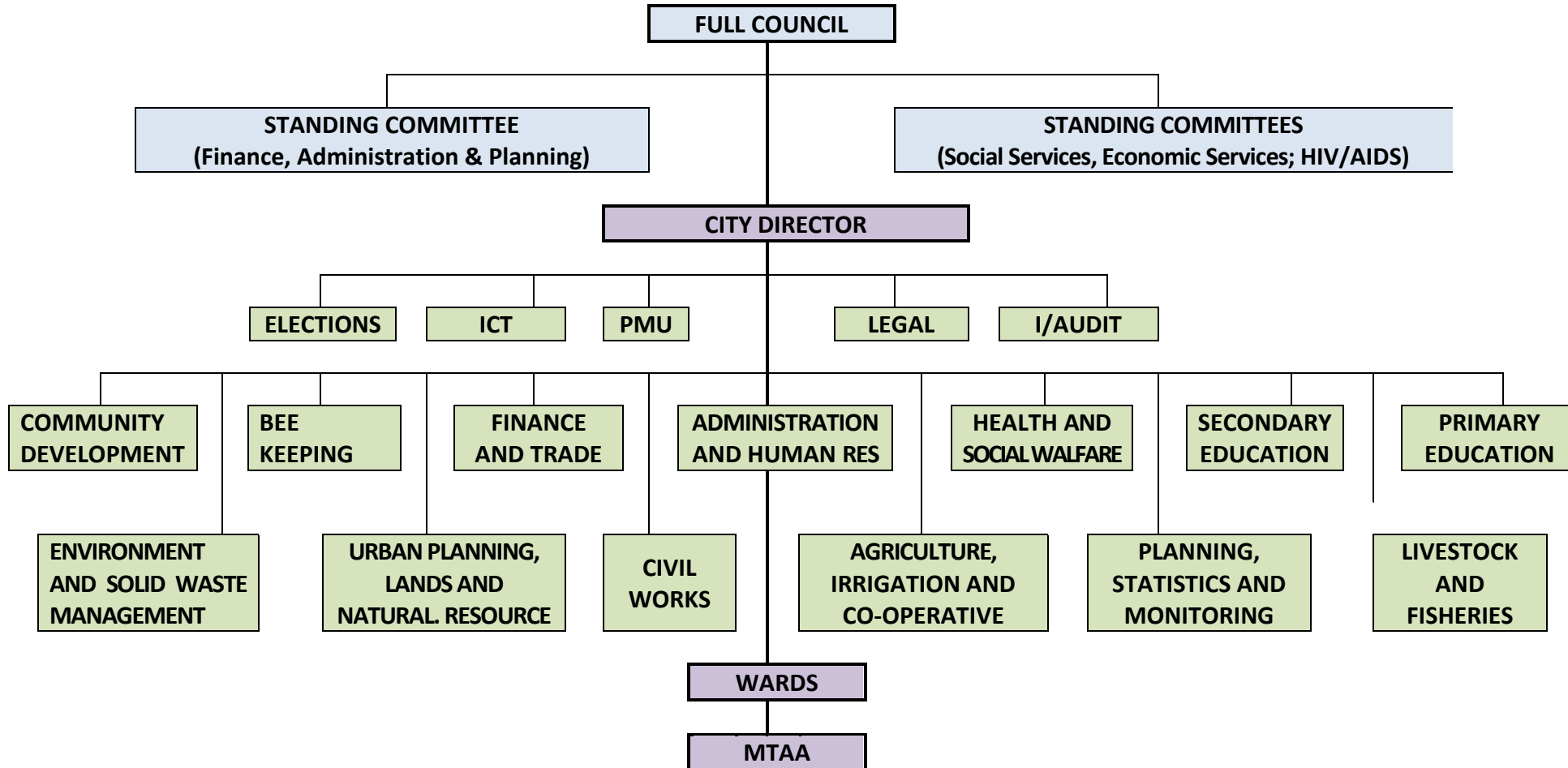
**Tanga City Council**  
**P.O. Box 178,**  
**TANGA**  
**e-mail: [info@tangacc.go.tz](mailto:info@tangacc.go.tz)**

**TEL. + 255 27 2643 068 (Direct Line)**  
**+255 27 2644 530/2644 533**  
**FAX: +255 27 2644 141/2647 905**  
**Website: [www.tangacc.go.tz](http://www.tangacc.go.tz)**

**AUGUST 2020**

## 7.0: ATTACHMENTS

### 6.3 ANNEX-I: ORGANISATION STRUCTURE OF TANGA CITY COUNCIL



**President's Office**  
**Regional Administration and Local Governments**  
**Summary of the Strategic Plan**  
**(for the period 2021/22 to 2025/26)**

**Mission**

"The City of Tanga intends to effectively serve the community and continuous sustaining of life through enhancement of health and make it Global destination for business, technology, culture and leisure"

**Vision**

"By 2026 Tanga becomes a World Class City with a commitment to public engagement and excellent service delivery, provides quality life and sustainable to the community"

**Core Values**

Mbeya District Council we are guided by "what we believe in":-

Hospitality, Accountability and Integrity, Transparency, Professionalism, Participation and Teamwork, and Efficiency

**Strategic Objectives**

- L.** Services improved and HIV/AIDS infection reduced;
- M.** Effective implementation of National Anti-corruption Strategy enhanced and Sustained;
- N.** Good Governance, Administration and Human Resources management enhanced;
- O.** Access, quality and equitable social services delivery improved;
- P.** Local Economic Development coordination enhanced.
- Q.** Social welfare, gender and community empowerment improved;
- R.** Effective Planning and Financial Management improved
- S.** Effective Urban Planning, Natural Resources and Environment Management enhanced.
- T.** Infrastructure development and information Technology increased
- U.** Emergence Preparedness and Disaster Management Improved.
- V.** Multi-sectorial Nutrition services improved.

## 6.4 ANNEX-II: STRATEGIC PLAN MATRIX

### 6.4.1 SERVICE AREA: PLANNING DEPARTMENT

| STRATEGIC OBJECT DESCRIPTION   | SERVICE OUTPUT              | TARGET   | STRATEGIES  | PERFORMANCE INDICATOR           | MEANS OF VERIFICATION      |
|--|-----------------------------|--|---|---------------------------------|----------------------------|
| <b>D:</b> Access, quality and equitable social services delivery Improved. | Quality services delivered. | Social infrastructures of Tanga City Council improved by June, 2026.                                   | Improve Social infrastructures of Tanga City Council. | No. of infrastructure improved. | CMT Reports<br>CDR Reports |
| <b>H.</b> Infrastructure development and Technology enhanced               |                             | Social economic infrastructure to Meet services delivery demand developed and maintained by June 2026. | No. of social economic infrastructure developed.      | MTEF Reports<br>CDR Reports     |                            |

**Table: LANDS AND NATURAL RESOURCES DEPARTMENT (*STRATEGIC PLAN MATRIX*)**

| STRATEGIC OBJECTIVE | SERVICE OUTPUT | STRATEGIES   | TARGETS | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION                              |
|---------------------|----------------|--|---------|--|--|
|                     |                | -Improve safety and security of Mleni Forest Plantation through making permanent watchman settlement<br>-Identify mineral producers according to their area and type of minerals they produced |         | Permanent watchman settlement<br><br>Number of mineral producers | Implementation report<br><br>Implementation report |

*Source: Urban Planning, Lands and Natural Resources Department (2020)*

**Table: LIVESTOCK STRATEGIC MATRIX.**

| NO | STRATEGIC OBJECTIVE   | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS      | MEANS OF VERIFICATION                      |
|----|---|--|---|---|-----------------------------|--|
| F. | <b>OBJECTIVE “F”:Local Economic Development coordination enhanced</b> | Increased livestock and fisheries production and productivity. | Strengthen natural resource conservation and sustainable use of fisheries resources | Demonstrative aquaculture units for farmers in to learn formulated in 17 wards by June 2026 | No. of units established    | Livestock and fisheries Department reports |
|    |   |  | Improve and maintain public health  | 1 modern abattoir constructed by June, 2026   | No. of abattoir constructed | Livestock and fisheries Department reports |

**Table : TRADE DEPARTMENT**

|  | OBJECTIVE | SERVICE OUTPUT | TARGET   | STRATEGIES  | PERFORMANCE INDICATORS               | WAYS OF VERIFICATION                          |
|--|-----------|----------------|--|---|--------------------------------------|---|
|  |           |                | SME infrastructure at Mwachako SME's center improved by June 2026      | Construction of SME infrastructure at Mwachako.   | No. of SME infrastructure developed. | CMT Reports<br>CDR Reports<br>Finance Reports |
|  |           |                | Mgandini Modern Market & Tangamano Shopping Mall improved by June 2026 | Construction of modern Markets and shopping mall. | -No of building constructed          | CMT Reports<br>CDR Reports<br>Finance Reports |
|  |           |                | Investment in industries increased from 55 in 2019 to 100 by June 2026 | Increase number of industries.                    | No. of new Industries Increased      | Council trade and industries reports          |
|  |           |                | One stop center for trade established by June 2026                     | Improve business environment                      | Stop center established              | CMT & finance committee report                |

**Table: PRIMARY EDUCATION DEPARTMENT**

| STRATEGIC OBJECTIVE | SERVICE OUTPUT | TARGETS | STRATEGIC | PERFORMANCE INDICATORS | MEANS OF VERIFICATION |
|---------------------|----------------|---------|-----------|------------------------|-----------------------|
|---------------------|----------------|---------|-----------|------------------------|-----------------------|

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT  | TARGETS  | STRATEGIC               | PERFORMANCE INDICATORS    | MEANS OF VERIFICATION |
|---------------------|---|---|--|-------------------------|---------------------------|-----------------------|
| C.                  | Access to Quality and Equitable Social Services Delivery Improved | Availability of good and quality education for children | 04. Cultural and sports activities in primary schools encouraged by June 2026. | No. of pupils increased | Primary Education reports |                       |

*Source: Tanga City Council Primary Education Department (2020)*

**Table. AGRICULTURE DEPARTMENT MATRIX.**

| No | STRATEGIC OBJECTIVE D   | SERVICE OUTPUT                      | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                              | MEANS OF VERIFICATION                |
|----|---|-------------------------------------|---|---|---|--------------------------------------|
| A  | SERVICE IMPROVED AND HIV/AIDS INFECTIONS REDUCED  | Reduced HIV and AIDS. new infection | Provide Knowledge and skills on HIV and AIDS to department staff and famers. .<br><br>Provide Care and Supportive services to the staff living with HIV and AIDS                    | Knowledge and skills on HIV and AIDS to 25 departmental staff and 8000 famers provided by June 2026                             | No. of staff imported with knowledge                | Departments Reports HIV/AIDS reports |
| B  | Effective implementation of the national ant corruption strategy enhanced and sustained | Reduced corruption incidences       | Create awareness on Anti-corruption issues for new and existing agricultural staff  | Awareness on Anti-corruption issues for new and existing agricultural staff created by June 2026                                | No. of extension staff with knowledge of corruption | Integrity Committee reports          |
| E  | Local Economic Development coordination enhanced  | Agriculture markets increased       | Provide skills to famers on value chain and post-harvest handling of produce and products<br><br>Coordinate and provide skills to famers on warehouse receipts and Contract farming | Skills on agriculture markets, value adding techniques, warehouse receipts and Contract farming to farmers created by June 2026 | No of market techniques applied                     | Agriculture extension Reports.       |
|    |   | Productivity increased              | Sensitize and provide skills to famers on use of modern   | Knowledge and skills on use of agriculture modern   | No of modern technology                             | Agriculture extension Reports        |



| No | STRATEGIC OBJECTIVE D                                    | SERVICE OUTPUT                             | STRATEGIES  | TARGETS  | PERFORMANCE INDICATORS                     | MEANS OF VERIFICATION             |
|----|--|--|---|--|--|-----------------------------------|
|    |  |  | agriculture and technology in crop production   | technology in crop production to 8000 famers provided by June 2026   | applied                                    |                                   |
|    |  | Increased. Work efficiency                 | Mobilize and encourage famers on use of ward agricultural resource centers and farm field school. Establish one demo plot for urban and organic agriculture | Extension service to 8000 famers provided and improved by June 2026  | No of tan /ha increased                    | Agriculture extension Reports     |
|    |  | . Increased. Work efficiency               | Conduct audit and supervise cooperative society   | 43 cooperative societies audited and supervised by June 2026   | No. of farm field and nursery established. | Agriculture extension Reports     |
|    |  | Increased. Work efficiency                 | Build capacity to co-operative boards, cooperative societies and management   | Co-operative boards, cooperative societies and managements capacitated by June 2026                        | No. of training conducted.                 | Co-operatives Development reports |
|    | EMERGENCE PREPAREDNESS AND DISASTER MANAGEMENT ENHANCED. | Increased awareness on disaster management | 1. Collaboration with meteorological agency on providing seminars and training on weather forecasting enhanced.   | Strengthen disaster management knowledge to 25 department staff and 11575 farmers by June 2026.            | No. farmers received the training          | .Agriculture extension Reports    |
| Y  | MULT-SECTORIAL NUTRITION SERVICE IMPROVED                | Nutrition improved                         | Provide knowledge to famers on nutritional importance of vegetable and  | Knowledge and skills on nutritional importance of vegetable and fruit to 8000 famers provided by June 2026 | NO of farmers imparted with knowledge      | Agricultural report               |

**Table : PROCUREMENT MANAGEMENT UNIT**

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT   | TARGETS  | STRATEGIES  | PERFORMANCE INDICATORS                           | MEANS OF VERIFICATION     |
|---------------------|--|--|--|---|--|---------------------------|
| <b>A</b>            | Services Improved and HIV/AIDS Infections Reduced                        | Reduced new HIV/AIDS infections  | Care and supportive services to PMU staff living with HIV/AIDS provided by June, 2026  | Enhance awareness on HIV/AIDS challenge at place of work.                                   | No. of staff living with HIV/AIDS supported      | CMAC and HIV/AIDS reports |
|                     |  |  | Awareness on HIV/AIDS to 07 PMU staffs at work place provided by June, 2026  | Enhance awareness on HIV/AIDS challenge at place of work.                                   | Number of PMU staff with awareness               | CMAC and HIV/AIDS reports |
|                     |  |  | Community education to do away with social stigma actions & values to the PLHV among council staff at all levels conducted by June, 2026       | Educate council staff to avoid stigma and discrimination to the PLHIV                       | No. of staff educated on social stigma to PLHIV. | CMAC and HIV/AIDS reports |
|                     |  |  | Strengthen promotion and use of condoms and all other means to curb HIV /AIDS infection and family planning measuresto PMU staff by June, 2026 | Enhance awareness on HIV/AIDS challenge at place of work.                                   | Number of staff participation                    | CMAC and HIV/AIDS reports |
|                     |  |  | National HIV/AIDS Strategy in place and operationalized effective by June, 2026  | Enhance awareness on HIV/AIDS challenge at place of work.                                   | National HIV/AIDS Strategy operational           | CMAC and HIV/AIDS reports |
| <b>B</b>            | National anti-Corruption Implementation Strategy Enhanced and Sustained. | Reduced corruption incidences and increased public trust on the government | Transparency, Equality & fairness to all bidders enhanced by June, 2026  | Provision of awareness of bidder's rights and use of Electronic procurement (TANePS System) | Number of bidders reported cases                 | Various Reports           |
|                     |  |  | Protection of corruption in tendering process enhanced by June, 2026   | Provision of awareness of bidder's rights and use of Electronic procurement (TANePS System) | Number of cases of corruption reported           | Tendering reports         |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT                                    | TARGETS   | STRATEGIES   | PERFORMANCE INDICATORS  | MEANS OF VERIFICATION         |
|---------------------|--|---|---|--|---|-------------------------------|
|                     |  |   | Timely PMU services provided to clients and community improved by June, 2026  | Provision of awareness of bidder's rights and use of Electronic procurement (TANePS System)        | Number of complaints reported                                 | Integrity reports             |
|                     |  |   | National Anti-corruption Action Plan mainstreamed into council procurement plans and implemented by June, 2026.           | Strengthen Anti-Corruption awareness to Council Management and Staff                               | No. of reported corruption incidences                         | Integrity Committee Reports   |
|                     |  |   | Sensitize 11 heads of department/units on effect of corruption on procurement and efforts to combat enhanced by June 2026 | Strengthen Anti-Corruption awareness to Council Management and Staff                               | No. of heads of department/union sensitised                   | Procurement quarterly reports |
|                     |  |   | Protection of mis-presentation and fraud to both bidders and TCC staffs on tendering process enhanced by June 2026        | Provision of awareness on integrity honest to both bidders and Council staffs on tendering process | Number of fraud cases reported by either part                 | Council integrity reports     |
| F                   | Effective Planning and Financial Management improved | Strengthened procurement procedures at all levels | Short and long training to 07 PMU staff facilitated by June, 2026   | Facilitate training on procurement matters to PMU staff  | Number of staff trained                                       | Council training reports      |
|                     |  |   | Awareness on procurement procedure and on "Force Account" procedure built to 70 facilities staff enhanced by 2026         | Facilitate training on procurement matters to PMU staff  | No. of Facilities staff trained on "Force Account procedures" | Council training reports      |
|                     |  |   | Capacity Building to Access Procurement skills and process to heads of service facilities in 27 Wards                     | Facilitate training on procurement matters to PMU staff  | Number of Heads of service facilities trained                 | Council training reports      |

| STRATEGIC OBJECTIVE |                            | SERVICE OUTPUT                             | TARGETS   | STRATEGIES   | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION                         |
|---------------------|----------------------------|--|---|--|--|---|
|                     |                            |  | improved by June 2026   |  |  |   |
|                     |                            | Transparency and Accountability maintained | Public procurement Act, regulations, procedures & guidelines to 11 departments & 6 units in the council strengthened by June 2026 | Adherence to PPRA guideline.                                     | Number of HODs trained on Public Procurement Act & regulations | Council training reports                      |
|                     |                            |  | Tender and contracts documents and quarterly and procurement reports prepared by June, 2026                                       | Adherence to PPRA guideline.                                     | Tender documents and reports                                   | Council tender Board Implementation reports   |
|                     |                            |  | Tender board quarterly meetings conducted every year by June, 2026  | Adherence to PPRA guideline.                                     | Tender Board meeting conducted                                 | Council Tender Board minutes                  |
|                     |                            |  | Yearly procurement plan and Inventory Management maintained and implemented by June 2026  | Procurement plan and inventory management developed              | Annual Procurement Plan and Inventory management prepared      | Annual Procurement Plan and Inventory reports |
|                     |                            |  | Annual stock taking to Council 13 Departments and 6 Units conducted by June, 2026   | Procurement plan and inventory management developed              | Annual Stock Taking Reports in place                           | Annual Stock Taking Reports                   |
|                     |                            | Record management improved                 | 96 Public notifications on procurement events enhanced by June, 2026  | Enhance Stakeholders Awareness on procurement bids information's | Number of notification in place                                | Tender documents and reports                  |
|                     |                            |  | Service delivered to 167 stakeholders on Procurement issues enhanced by June, 2026  | Enhance Stakeholders Awareness on procurement bids information's | Number of stakeholders capacitated                             | Council procurement reports                   |
| I                   | Emergence Preparedness and | Improved emergency                         | 1 store/warehouse improved by June, 2026  | Strengthen emergency preparedness at council                     | Warehouse in place   | Council reports                               |

| STRATEGIC OBJECTIVE |                              | SERVICE OUTPUT | TARGETS  | STRATEGIES   | PERFORMANCE INDICATORS  | MEANS OF VERIFICATION    |
|---------------------|------------------------------|----------------|--|--|-------------------------|--------------------------|
|                     | Disaster Management Improved | preparedness   |  | level  |                         |                          |
|                     |                              |                | Emergency preparedness and disaster at unit level maintained by June, 2026   | Strengthen emergency preparedness at council level | Number of staff trained | Council training reports |
|                     |                              |                | Emergency Preparedness and Disaster Management at PMU staff improved by 2026 | Strengthen emergency preparedness at council level | Number of staff trained | Council training reports |

**Table: LEGAL UNIT**

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT   | STRATEGIES   | TARGETS   | PERFORMANCE INDICATORS                           | MEANS OF VERIFICATION       |
|---------------------|--|--|--|---|--|-----------------------------|
| <b>A</b>            | Services Improved and HIV/AIDS Infections Reduced                        | Good working environment free of new HIV/AIDS infections                   | Create awareness to departmental staff on HIV/AIDS matters   | Awareness on HIV/AIDS matters to departmental staff created by June 2026  | Number of staff tested for HIV/AIDS              | CMAC and HIV/AIDS Reports   |
|                     |  |  | Provide care and support to departmental staff affected with HIV/AIDS                                | Care and support to departmental staff affected with HIV/AIDS provided by June 2026                                 | Number of staff affected with HIV/AIDS supported | CMAC and HIV/AIDS Reports   |
| <b>B</b>            | National anti-Corruption Implementation Strategy Enhanced and Sustained. | Reduced corruption incidences and increased public trust on the government | Create legal awareness to departmental staff, management team and council staff on corruption issues | Legal awareness to departmental staff, management team and council staff on corruption issues created by June, 2026 | Number of reported corruption incidences         | Integrity Committee Reports |
| <b>C</b>            | Good Governance, Administration and Human Resources management enhanced  | Improved By-laws and Ward tribunals  | Strengthen Rule of Law and Tribunals at grassroots level   | Capacity building programs to Ward Tribunals members strengthen by June 2026  | Number of Ward Tribunal members trained          | Ward Tribunals Registries   |
|                     |  |  | Inspect and monitor by-laws application  | Monitoring and inspection of by-laws application conducted  | Number of Wards visited                          | Periodical Legal Reports    |

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT                               | STRATEGIES   | TARGETS  | PERFORMANCE INDICATORS                   | MEANS OF VERIFICATION     |
|---------------------|---|--|--|--|--|---------------------------|
|                     |   |  | to the council   | by June 2026   |  |                           |
|                     |   | Reduced number of cases against the Council  | Ensure cases against the council are timely settled                        | Cases against the council are timely settled and represented in all courts of law by June 2026 | Number of cases represented and settled  | Legal Case Reports        |
|                     |   |  | Represent the council in all cases to the courts of law                    |  |  |                           |
|                     |   | Improved Contract Vetting                    | Creating legal awareness on various contractual issues                     | Legal awareness on various contractual issues created by June 2026                             | Number of contracts vetted               | Council legal reports     |
|                     |   | Improved Legal Advice to the Council         | Provide legal interpretation and advice to the council on different issues | Legal interpretation and advice to the council on different issues provided by June 2026       | Number of issues advised to the Council  | Council legal reports     |
|                     |   | Increased Council's revenue collection       | Provide cooperation with other departments on council's revenue collection | Cooperation with other departments on council's revenue collection provided by June 2026       | Percentage increase in revenue collected | Council financial Reports |
|                     |   | Improved public compliance with the laws     | Conduct City inspection to enhance laws compliance                         | City inspection in enhancing laws compliance conducted by June 2026                            | Fine and penalty charged                 | Council legal Reports     |
| Y                   | Multi-sectorial Nutrition services improved | Improved nutrition services to staff members | Create awareness to departmental staff on nutritional matters              | Awareness to departmental staff on nutritional matters created by June 2026                    | Number of staff supported with nutrition | Reports                   |
|                     |   |  | Provide nutritional food to departmental staff                             | Nutritional food to departmental staff provided by June 2026                                   | Number of staff supported with nutrition | Reports                   |

**Table: INFORMATION, COMMUNICATION, TECHNOLOGY AND PUBLIC RELATIONS UNIT**

| STRATEGIC OBJECTIVE | SERVICE OUTPUT | STRATEGIES | TARGETS | PERFORMANCE INDICATORS | MEANS OF VERIFICATION |
|---------------------|----------------|------------|---------|------------------------|-----------------------|
|---------------------|----------------|------------|---------|------------------------|-----------------------|

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT                                      | STRATEGIES   | TARGETS  | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION         |
|---------------------|--|---|--|--|--|-------------------------------|
| A                   | Services Improved and HIV/AIDS Infections Reduced  | New HIV/AIDS infection reduced                      | Supportive care to Staff affected with HIV/AIDS.                       | Voluntary counselling and testing to ICT and Public Relations staff enhanced by June 2026.                                 | Voluntary counselling and testing performed by 5 ict and Public Relations staff. | CMAC and HIV/AIDS reports     |
|                     |  |   | Develop and implement multi sectorial HIV /AIDS programs at work place | Increase awareness to staff by introducing new 5 programs and publications by June 2026                                    | Awareness provided to 5 ict and Public Relations staff                           | CMAC and HIV/AIDS reports     |
| H                   | Infrastructure and Information Technology improved | Improved Quality and Quantity of ICT Infrastructure | - Installation of LAN Equipment.                                       | - Local Area Network (LAN) installed from 10 buildings coverage to 20 buildings coverage by 2026.                          | - LAN installed and operational<br>- Programmes linked and offices served        | ICT and Departments' reports. |
|                     |  |   |  | Financial management systems and health facilities systems improved from 20% usage coverage to 67% usage coverage by 2026. | - No of financial management system and health facility system increased         | ICT and Depts.' reports.      |
|                     |  |   | Management of LAN equipment  | Capacity building on management of LAN to 5 ICT Officers strengthened by 2026.   | No of Ict Staff attending Short courses increased                                | Ict report                    |
|                     |  |   | Improved Council's communication system                                | City council's Website updated and visitors attracted from 75 daily visit to 225 daily visit by 2026.                      | Website developed & People visited   | Council Website               |
|                     |  |   |  | Council's Television (TangaTV) Improved from 30% news and update to 70% news and update by                                 | No. of staff and community watching TangaTV increased                            | Tanga Television              |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT | STRATEGIES | TARGETS   | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION |
|---------------------|--|----------------|------------|---|--|-----------------------|
|                     |  |                |            | 2026.<br>- Developed City council's Social Networks from 3 existing social networks to 7 social networks by 2026. | No of People Communicating through council's social network increased. | Social Networks.      |

*Source: tangacc. Information, Communication, Technology and Public Relations Unit (2019)*

**Table : ELECTION UNIT**

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION           |
|---------------------|--|--|---|---|--|---------------------------------|
| <b>A</b>            | Services Improved and HIV/AIDS Infections Reduced                        | Improved HIV/AIDS prevention and management                                | Strengthen provision of existing preventive services  | Awareness creation on HIV/AIDS prevention to 208 unit staff, WEOs and MEOs by June 2026   | No. of staff trained on use of condoms to protect HIV/AIDS infection   | CMAC and HIV/AIDS reports       |
| <b>B</b>            | National anti-Corruption Implementation Strategy Enhanced and Sustained. | Reduced corruption incidences and increased public trust on the government | Strengthen Anti Corruption awareness to Council leaders, Management and Staff at all levels | To facilitate the Integrity committee train leaders, management and staff at all levels on effects of corruption during and post elections by June 2026   | <ul style="list-style-type: none"> <li>◆ No. of meeting conducted</li> <li>◆ No. of leaders and staff trained</li> </ul>                 | Integrity committee Reports     |
| <b>C</b>            | Good Governance, Administration and Human Resources Management enhanced. | Strengthened democratic local governance                                   | Strengthen democracy and community representation in decision making                        | Local Government elections at local levels conducted by December 2024   | Local government elections held  | Governance and Election reports |
|                     |  |  |   | Liaison with administration and Human Resource department, and Legal Unit to prepare training for newly elected grass root leaders conducted by June 2025 | <ul style="list-style-type: none"> <li>◆ Training package in place</li> <li>◆ No. of newly elected grass root leaders trained</li> </ul> | Governance and Election reports |

*Source: Tanga City Council Election Unit (2019)*

**Table: INTERNAL AUDIT SECTION.**



| STRATEGIC OBJECTIVES   | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                               | MEANS OF VERIFICATION             |
|--|--|---|---|--|-----------------------------------|
| Services improved and HIV/AIDS infections reduced.                                   | Reduced new HIV/AIDS infections.                           | 1. Provide assurance on care and supportive services to the council staff living with HIV/AIDS. | 1. Care and supportive services to the council staff living with HIV/AIDS assessed by June 2026.              | No. of staff and HODs participated                   | Periodical Internal Audit Reports |
|  |  | 2. Create awareness to Audit staff on HIV/AIDS Preventive intervention.                         | 2. Awareness to 3 Audit staff on HIV/AIDS preventive intervention created by June 2026.                       | Number of audit staff participated                   | Minutes of audit staff meetings   |
|  |  | 3. Provide care and support to audit staff affected by HIV/AIDS                                 | Care and support to HIV/AIDS affected audit staff provided by June 2026                                       | Number of affected by HIV/AIDS audit staff           | Minutes of Audit staff meeting    |
| Effective implementation of National Anti-corruption strategy enhanced and sustained | Removing corruption on council staffs and management team. | 1. Assess on Anti-Corruption awareness to Council Management and Staff                          | 1. Integrity and awareness to 3197 staff and management team on Anti-corruption issues assessed by June, 2026 | Number of council management team and staff involved | Internal audit reports            |
|  |  | 2. Create awareness to audit staff on anti-corruption matters                                   | 2. Awareness to 3 audit staff on Anti-corruption matters created by June 2026                                 | Number of audit staff participated                   | Meeting Minutes                   |
| Good governance, administration and Human resource management improved.              | Improved staff accountability on service delivery          | 1. Assess skills development programs to the council staff.                                     | 1. Skills development programs to the council staff assessed by June 2026.                                    | Number of staff and community participated           | Quarterly internal audit reports  |
|  | Strengthened democracy in local governance                 | 2. Provide assurance of Community participation in development projects                         | 2. Community participation in development projects assured by June 2026                                       | Number of communities participated                   | Internal audit reports            |
|  |  | 3. Strengthen audit staff Code of Ethics, Discipline and  | 3. Audit staff Code of Ethics Discipline and  | Number of staff code participated                    | IPPF                              |

| STRATEGIC OBJECTIVES   | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                             | MEANS OF VERIFICATION              |
|--|--|---|---|--|------------------------------------|
|  |  | Accountability  | Accountability strengthened by June 2026.   |  |                                    |
|  |  | 4.Assurance of accountability of administration department to council staff   | 4.Accountability of Administration department to council staff assured by June 2026                           | Number of administration documents assessed        | Internal audit reports             |
| Access, quality and equitable social services delivery improved. | Availability of quality and equitable social services delivery improved. | 1. Assurance on implementation of council Social infrastructures.   | 1.Implementation of social infrastructure assured by June 2026  | Number of community and stake holders participated | Internal audit repots              |
|  |  | 2.Assess mobilization and empowerment of community and stakeholder's participation in development projects and service delivery | 2.Community participation and involvement in development projects and services delivery assessed by June 2026 | Number Community participated                      | Internal audit reports             |
| Local economic development coordination enhanced.                | Proper economic development  | 1.Assess value chain, post-harvest handling and agricultural market   | 1.Value chain, post-harvest handling and agricultural market assessed by June 2026                            | Number of findings and issues assessed.            | Internal audit reports             |
| Effective planning and financial management improved.            | Good financial management and proper planning implemented                | 1. Assess community participation through "improved O&OD".  | 1. Community participation through "improved O&OD" assessed by June 2026                                      | Number of communities and staff involved           | Periodically internal audit report |
|  |  | 2. Assess Local economic development, industrialization, entrepreneurship and trade.  | 2.Local economic development, industrialization, entrepreneurship and trade assessed by June 2026             | Number of findings raised                          | Internal audit reports             |

| <b>STRATEGIC OBJECTIVES</b>  | <b>SERVICE OUTPUT</b>  | <b>STRATEGIES</b>  | <b>TARGETS</b>   | <b>PERFORMANCE INDICATORS</b>                    | <b>MEANS OF VERIFICATION</b> |
|--|--|--|--|--|------------------------------|
|  |  | 3. Assess Capacity Building Programmes to the council staff on Web based planning and Budgeting.                             | 3. Capacity Building Programmes to the council staff on Web based planning and Budgeting assessed by June 2026.                  | Number of council staff participated             | Internal audit reports       |
|  |  | 4. Assess Project Planning Management at all levels.   | 4. Project Planning Management at all levels assessed by June 2026.  | Number of departments involved                   | Internal audit reports       |
|  |  | 5. Assess implementation of Local Government Finances Act and Regulations.   | 5. Implementation of Local Government Finances Act and Regulations assessed by June 2026.  | Number of department s involved                  | Internal audit reports       |
|  |  | 6. Assess council financial management, internal control systems and reporting   | 6. Council financial management, internal control systems and reporting assessed by June 2026.                                   | Number of departments involved                   | Internal audit reports       |
| Effective urban planning, natural resources and environmental management enhanced. | Quality and well urban planned, controlled natural resources and environment management. | 1. Assurance on the Involvement of local communities and other stakeholders on proper environment management and sanitation. | 1. Involvement of local communities and other stakeholders on proper environment management and sanitation assured by June 2026. | Number of communities and stake holders involved | Internal audit reports       |
|  |  | 2. Assess the Environmental Conservation measures and township beautification.   | 2. Environmental Conservation measures and township beautification assessed by June 2026.  | Number of departments involved                   | Internal audit reports       |
|  |  | 3. Assess development of land  | 3. Development of land   | Number of  | Internal audit               |

| STRATEGIC OBJECTIVES                                     | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                                 | MEANS OF VERIFICATION              |
|--|--|---|---|--|------------------------------------|
|  |  | resource inventory.   | resource inventory assessed by June 2026.   | departments involved                                   | reports                            |
|  |  | 4.Assess building Capacity of land management planning and quality control                    | 4. Building Capacity of land management planning and quality control assessed by June 2026.                   | Number of staffs involved in urban planning department | Internal audit reports             |
| Infrastructures development and Technology enhanced      | Availability of Infrastructures developed and Technology improved. | 1. Assess capacity building to the Council staff and community on maintaining infrastructures | 1. Capacity building to the Council staff and community on maintaining infrastructures assessed by June 2026. | Number of communities participated                     | Periodically Internal audit report |
|  |  | 2. Assess the use of council web-based systems  | 2. The use of council web-based systems assessed by June 2026.  | Number of council web based assessed                   | Periodically internal audit report |
| Emergence preparedness and Disaster management enhanced. | Well prepared in emergency and measures to control disaster.       | 1. Assess strength of emergency preparedness at all levels of the council                     | 1. Assess strength of emergency preparedness at all levels of the council                                     | Number of communities involved.                        | Internal audit reports             |
|  |  | 2. Assess awareness to communities on mitigation measures to disasters and calamities.        | 2. Assess awareness to communities on mitigation measures to disasters and calamities.                        | Number of communities participated                     | Internal audit reports             |
| Malt-sectorial nutrition services improved.              | Malt-sectorial nutrition services improved.                        | 1.Assess awareness to council staff on nutrition matters                                      | 1. Awareness to 3197 Council staff on nutrition matters assessed by June 2026.                                | Number of staff participated                           | Internal audit reports             |
|  |  | 2. Provide nutritional food to Audit staff.   | 2. Nutritional food to 3 audit staff provided by June 2026.   | Number of audit staff provided                         | Meeting minutes                    |
|  |  | 3. Create awareness to audit staff  | 3. Awareness to 3 audit   | Number of audit  | Meeting minutes                    |

| STRATEGIC OBJECTIVES | SERVICE OUTPUT | STRATEGIES            | TARGETS  | PERFORMANCE INDICATORS | MEANS OF VERIFICATION |
|----------------------|----------------|-----------------------|--|------------------------|-----------------------|
|                      |                | on nutrition matters. | staff on nutrition matters created by June 2026. | staff participated     |                       |

**Table: PLANNING, MONITORING AND STATISTIC DEPARTMENT.**

| No. | STRATEGIC OBJECT DESCRIPTION  | SERVICE OUTPUT                | TARGET   | STRATEGIES   | PERFORMANCE INDICATOR  | MEANS OF VERIFICATION |
|-----|---|-------------------------------|--|--|--|-----------------------|
| 1   | <i>A. Service improved and HIV/AIDS infection Reduced;</i>  | Reduce new HIV/AIDS infection | Awareness to 15 departmental staff on HIV/AIDS at work place provided by June, 2026.             | Create awareness to departmental staff on HIV/AIDS at work place.  | No. of staff provided with HIV/AIDS awareness.                   | CMAC Reports          |
|     |   |                               | Care and Support to departmental staff living with HIV/AIDS provided by June, 2026.              | Provide Care and Support to departmental staff living with HIV/AIDS.   | No. of staff living with HIV/AIDS provided with care and support | CMAC Reports          |
| 2   | <b>B:</b> Effective implementation of the national anti-corruption strategy enhanced and sustained; | Reduce corruption cases.      | Ten (10) department staff capacitated in combating petty and grand corruption by June 2026       | Conduct awareness and creation on quarterly basis about prevention of corruption and social evils of corruption. | No. of seminars/workshops provided on corruption matters         | CMT Reports           |
|     |   |                               |  | Conducting annually department campaign on ant - corruption issues.  | No. of campaign conducted  | CMT Reports           |
| 3   | <b>D:</b> Access, quality and equitable social services delivery Improved.                          | Quality services delivered.   | Creation of conducive environment for planning department staff by June, 2026                    | Facilitate administrative activities and operationalization of department  | Facilitation provided to department operation.                   | CDR Reports           |
|     |   |                               | Knowledge and skill on project monitoring and evaluation provided to 6 department staff by June, | Capacity building to planning department staff enhanced  | No. of staff capacitated   | CDR Reports           |

| No. | STRATEGIC OBJECT DESCRIPTION                             | SERVICE OUTPUT  | TARGET   | STRATEGIES  | PERFORMANCE INDICATOR   | MEANS OF VERIFICATION           |
|-----|--|---|--|---|---|---------------------------------|
|     |  |   | 2026   |   |   |                                 |
|     |  |   | Social infrastructures of Tanga City Council improved by June, 2026.                         | Improve Social infrastructures of Tanga City Council.   | No. of infrastructure improved.   | CMT Reports<br>CDR Reports      |
|     |  |   | Empower community and other stakeholders to participate in projects developed by June, 2026. | Mobilize and empower community and stakeholders participation in projects development.                                      | No. of community and stakeholders mobilized and participated.           | Project implementation reports. |
|     |  |   | Community involvement in improved O&OD tool promoted by June 2026                            | Promote community involvement using “improved O&OD” tool for project implementation   | No. of community involved in project implementation using O & OD tolls. | O & OD reports.                 |
| 4   | F: Effective Planning and Financial Management improved. | Efficient and effective allocation of resources improved. | Effective allocation of resources available by June 2026                                     | Annually Council plan and budget preparation achieved.  | No. of plan and budget prepared   | MTEF Reports                    |
|     |  |   |  | Value for money in projects implementation increased.   | Cost for project implemented  | CDR Reports                     |
|     |  |   |  | Stakeholders’ involvement in budget preparation is achieved.  | No. of stakeholders involved.   | CMT Reports                     |
|     |  |   | Monitoring and evaluation of development projects implementation by June 2026                | Timely and high quality (valid, reliable and comprehensive) routine program for project monitoring and evaluation produced. | No. of time table used in projects monitoring                           | Reports- (CMT)<br>CDR<br>MTEF   |
|     |  |   |  | Coordination and assessment of projects implementation increased  | No. of projects coordinated and assessed                                | Reports (CMT)<br>CDR<br>MTEF    |
|     |  |   |  | Quarterly projects implementation reports strengthened  | No. of projects implemented   | Report (CDR)                    |

| No. | STRATEGIC OBJECT DESCRIPTION                          | SERVICE OUTPUT | TARGET   | STRATEGIES  | PERFORMANCE INDICATOR   | MEANS OF VERIFICATION                      |
|-----|---|----------------|--|---|---|--|
|     |   |                |  | Community involvement in project implementation activities enhanced                     | No. of community members involved                               | Reports (CMT)                              |
|     |   |                | Participatory planning ,budgeting and projects implementation strengthened at all level by June 2026   | Strengthen participatory planning, budgeting and projects development.                  | No. of annually budget prepared.<br>No. of projects developed   | CDR Reports<br>MTEF Reports<br>CMT Reports |
|     |   |                | Disseminate improved O&OD toll to community in project developed and monitored by June 2026            | Disseminate improved O&OD to community for active participation in projects development | No. of O & OD tolls used in project development and monitoring. | Projects implementation reports.           |
|     |   |                | Monitoring and Evaluation systems strengthened by June 2026  | Strengthen Monitoring and Evaluation systems.   | No. of projects monitored and evaluated.                        | Projects implementation reports.           |
|     |   |                |  | Provide Capacity Building Programs on Web based planning and budgeting.                 | No. of staff capacitated  | Training Reports                           |
|     |   |                |  | Enhance Tanga City council socio-economic profile.                                      | Social economic profile   | CMT Reports                                |
|     |   |                | Programs on Web based planning and Budgeting capacitated by June 2026                                  | Improve Council statistical Database.   | No. of programs based on web based planning.                    | CMT Reports                                |
|     |   |                | Council statistical database improved by June 2026.  | Improve Council statistical Database.   | Statistical data published on data base.                        | CMT Reports.                               |
| 5   | H. Infrastructure development and Technology enhanced |                | Social economic infrastructure to Meet services delivery demand developed and maintained by June 2026. | Provide adequate infrastructure for development and improved services                   | No. of social economic infrastructure developed.                | MTEF Reports<br>CDR Reports                |

| No. | STRATEGIC OBJECT DESCRIPTION                                       | SERVICE OUTPUT                 | TARGET   | STRATEGIES   | PERFORMANCE INDICATOR  | MEANS OF VERIFICATION   |
|-----|--|--------------------------------|--|--|--|-------------------------|
|     |  |                                | Awareness to community on maintaining infrastructures created by June 2026   | Create awareness to community on maintaining infrastructures                                 | No. of community member provided with awareness.             | CMT Reports             |
|     |  |                                | Tanga City Television and Radio improved by June 2026  | Improve of Tanga City Television and Radio   | No. of infrastructure improved at Tanga TV                   | CMT Reports             |
| 6   | <b>J. Emergence Preparedness and Disaster Management Improved.</b> |                                | Awareness creation to the community on disasters and calamities management, mitigation and adaptation measures completed in 27 wards by June 2026. | Build awareness to communities on mitigation measures on effects of disasters and calamities | No. of wards capacitated on disaster management.             | Risk management Reports |
| Y   | <b>Mult-sectorial Nutrition services improved.</b>                 | Nutritional services improved. | Awareness to 15 departmental staff on nutritional matters created by June 2026.  | Create awareness to departmental staff on nutritional matters                                | No. of department staff provided with nutritional knowledge. | Department Reports      |
|     |  |                                | Nutritional food to 15 departmental staff provided by June 2026  | Provide nutritional food to Departmental staff.  | No. of staff supported                                       | Department Reports      |

## 6.5 RESULT FRAMEWORK AND STRATEGIC PLAN MATRIX

### 6.5.1 URBAN PLANNING, LANDS AND NATURAL RESOURCES DEPARTMENT

The new land policy and laws represent a turning point in the development of Tanzania, where the implementation of the new land laws gave substantive push to economic and social development objectives under the liberalized free market economy and poverty eradication strategy (MKUKUTA II).

Effective Urban Planning and Natural resources Management plays important role in guiding development. It ensures that community members are effectively involved in a participatory way to plan, survey and ownership of land in Tanga city. The strategic plan provides the required guidance by organizing and coordinating various activities including social, physical, economic and environmental sector of land development in the city and its environs. Despite of providing all these benefits, improper urban management, land and land use conflicts, inadequate knowledge on land ownership, improper use of natural resources (minerals and forests) have been common issues for sustainable urban development.



Therefore, there is a need to call for measures and management settings to solve the existing problems and how the existing potentials and available resources can be sustainably utilized and to bring about sustainable development in Tanga city

This Department will contribute to TCC five years Strategic Plan; FYDP – II; MKUKUTA II and other national planning frameworks through implementation or contributing to the accomplishment of the following six Strategic Objectives narrated in the combined Strategic Plan Matrix as follows:-

**TABLE : LANDS AND NATURAL RESOURCES DEPARTMENT**

| <b>STRATEGIC OBJECTIVE</b> |   | <b>SERVICE OUTPUT</b>   | <b>STRATEGIES</b>  | <b>TARGETS</b>   | <b>PERFORMANCE INDICATORS</b>  | <b>MEANS OF VERIFICATION</b>                           |
|----------------------------|---|---|--|--|--|--|
| <b>A</b>                   | Services Improved and HIV/AIDS Infections Reduced                       | Reduced new HIV/AIDS infections   | -Conduct Departmental meeting on HIV/AIDS prevention at working area.<br>-Sensitization to Staff members on HIV/AIDS tests in Land sector department<br>-Implementation on HIV/AIDS Preventive intervention  | HIV/AIDS infections at working place in Urban Planning Department reduced by June 2026                     | Number of staffs attending the meeting<br>Number of meeting held                           | CMAC and HIV/AIDS reports                              |
| <b>B</b>                   | National anti-corruption implementation strategy enhanced and sustained | Reduced corruption incidences and increase public trust on the government | <ul style="list-style-type: none"> <li>•Provide awareness on fighting against corruption in urban planning, lands and natural resources department.</li> <li>•Improve timely service provision to client/ community</li> <li>•Mainstream national anti-corruption action plan</li> </ul> | Strengthen anti-corruption awareness to 42 Urban planning, lands and natural resources staffs by June 2026 | Number of staffs attending anti-corruption awareness meeting                               | Integrity committee reports and minutes of the meeting |
| <b>C</b>                   | Good Governance, Administration and Human Resources Management          | Services provision improved   | Enable Land sector staffs in annual professional meeting, training and long and short courses  | -Conducive working Environment for 42 Urban Planning Department staffs provided by June 2026               | Number of staffs attended in meeting, training and courses<br>Number of offices equipments | Annual training programme report                       |
|                            |   |   | • Facilitate administrative  | Participation of staff   | No. of statutory   | Departmental   |

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT | STRATEGIES   | TARGETS   | PERFORMANCE INDICATORS                           | MEANS OF VERIFICATION           |
|---------------------|---|----------------|--|---|--|---------------------------------|
|                     | improved  |                | and general office operations  | members on professional meeting, training and long and short courses  | rights provided available                        | inventory reports               |
|                     |   |                | <ul style="list-style-type: none"> <li>Provide Statutory right to all Land sector staff members</li> </ul> |   |  | Annual implementation report    |
|                     |   |                | Conduct Training on Land and natural resource Laws in Tanga Communities                                    | Awareness creation on Land and natural resource laws for 27 wards in Tanga City Community enhanced by June 2026 | Number of meeting and training conducted         |                                 |
|                     |   |                | Enhance awareness meeting for WDCs member on proper utilization of natural resources                       |   | Number of WDCs members                           | Training reports                |
|                     |   |                | Enhance Postal code system in Tanga city.  |   | No.of streets, Roads, Avenue identified attended | City postal code system reports |
|                     |   |                | Rehabilitate Office building   | Urban Planning services in Tanga City improved. by June 2026  |  | Training reports Tanga          |
|                     |   |                | Carry out Plot surveys in Tanga City   |   | Number off plots surveyed                        |                                 |
| <b>D</b>            | Effective Planning and Financial Management Improved. |                | -Ensure effective use of electronic revenue collection systems and programmes such as GePG                 | -Revenue collection programmes and systems improved by June 2025 .  | Number of systems and software in place          | ICT reports                     |
|                     |   |                | -Facilitate Pruning of the trees along the roads in Tanga City..   | -Revenue collection increase to more than 100% by June 2026   | Amount of revenue collected                      | financial report                |
|                     |   |                | Improve check points for mineral transportations in Tanga City   |   |  |                                 |
|                     |   |                | Enhance Land rent collection through the selling of plots in   |   |  |                                 |

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT                                 | STRATEGIES  | TARGETS  | PERFORMANCE INDICATORS  | MEANS OF VERIFICATION  |
|---------------------|---|--|---|--|---|------------------------|
|                     |   |  | Tanga City  |  |   |                        |
| E                   | Access to Quality and Equitable Social Services delivery Improved                       | Better social services                         | Improve Urban growth and development services through preparation of Detailed Planning Schemes, land surveying, fair compensation and securing of land tenure | Sustainable urban plan growth and development enhanced by June 2026.                 | Number of surveyed plots, prepared TPs, valuation reports and Certificates of title | Implementation reports |
|                     |   |  | Enhance development of mining activities through provision of permits   |  | No. of mining permits   |                        |
|                     |   |  | Facilitate distribution of tree seedlings to the community in Tanga City  |  | No. of seedlings distributed  |                        |
| F                   | Sustainable Urban Planning, Land, Natural Resources and Environment Management enhanced | Urban development plans free of land conflicts | -Prepare Title deeds in 27 wards within Tanga City.   | Urban growth and management in both peri-urban and urban areas enhanced by June 2026 | Number of title deeds   | Annual reports         |
|                     |   |  | Identify and develop new areas for development.   | Equal, fair and prompt compensation on property maintained.                          | Number new areas developed<br>Number of regularized settlements                     | Implementation report  |
|                     |   |  | Upgrade informal settlements in Tanga City  |  | Number of valuation reports prepared  | Implementation report  |
|                     |   |  | Guarantee security of land tenure in Tanga City and international boundary with Kenya   |  | No. of valued properties  | Valuation reports      |
|                     |   |  | Maintain equal and fair compensation on property valuation.   |  |   |                        |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT | STRATEGIES  | TARGETS  | PERFORMANCE INDICATORS                      | MEANS OF VERIFICATION            |
|---------------------|--|----------------|---|--|---|----------------------------------|
|                     |  |                | Establish row data linkage to GIS data base system  | GIS data on land sector developed by June 2026                                     | Amount of data developed                    | Implementation report            |
|                     |  |                | Extend standard traverse points for new developed areas to be linked into GIS in Tanga City.  |  | Number of extended traverse                 | Implementation reports           |
|                     |  |                | Survey Government Properties in Tanga City  |  | Number of Government Property surveyed      | Implementation report            |
|                     |  |                | Conduct regular patrols in forest resources   | Utilization and Management of Natural Resources in Tanga City managed by June 2026 | Number of patrols conducted                 | Implementation report            |
|                     |  |                | Improve check points at Neema, Amboni, Maweni, Kange and Utofu inorder to ensure legal transportation of natural resource products. |  | Number of improved check points by locality | Implementation report            |
|                     |  |                | Prepare and clear 50 acres for teak Mleni plantation.   |  | Number of acres clean and prepared          |                                  |
|                     |  |                | Raise 250,000 teak seedlings to be planted at Mleni plantation.   |  | Number of seedlings raised                  | Implementation/inventory reports |
|                     |  |                | Safety and security of Mleni Forest Plantation through making permanent watchman settlement improved.                               |  | Number of offences occurred                 | Implementation reports           |
|                     |  |                | Mineral producers according to their area and type of minerals they produced identified   |  |   |                                  |
|                     |  |                | Improve safety and security of Mleni Forest Plantation  |  | Permanent watchman                          | Implementation report            |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT | STRATEGIES  | TARGETS | PERFORMANCE INDICATORS      | MEANS OF VERIFICATION |
|---------------------|--|----------------|---|---------|-----------------------------|-----------------------|
|                     |  |                | through making permanent watchman settlement  |         | settlement                  |                       |
|                     |  |                | Identify mineral producers according to their area and type of minerals they produced |         | Number of mineral producers | Implementation report |

*Source: Urban Planning, Lands and Natural Resources Department (2020)*

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                   | MEANS OF VERIFICATION |
|---------------------|---|--|---|---|--|-----------------------|
|                     | Service improved and HIV/AIDS infection reduced.  | Good working environment free of new HIV/AIDS infections                   | Provide knowledge on HIV/AIDS at work place to department staff, bee keeping groups and honey sellers | Knowledge on HIV/AIDS at work place to department staff, bee keeping groups and honey sellers provided by June 2026 | Number of staff tested for HIV/AIDS      | Quarterly report.     |
|                     | Effective implementation of the national anti-corruption strategy enhanced and sustained. | Reduced corruption incidences and increased public trust on the government | Create awareness to beekeeping unit on anti-corruption issues   | Awareness to 2 beekeeping unit staff on Anti-Corruption issues created by June, 2026                                | Number of reported corruption incidences | Quarterly report.     |
|                     | Access, quality and equitable social services delivery improved.                          | Staff performance increased  | Create conducive environment to beekeeping unit staff   | Conducive working environment to beekeeping unit staff created by June  | No of staff trained                      | Training staff report |
|                     |   |  | •Build capacity to bee keeping unit staff on professional matters                                     | Capacity building to 2 beekeeping unit staff on professional matters enhanced by June                               | No of staff trained                      |                       |
|                     | Local   | Increased knowledge  | Facilitate community  | -20 groups of beekeeping  | -No Beekeeping                           | Quarter report.       |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT  | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS          | MEANS OF VERIFICATION |
|---------------------|--|---|---|---|---------------------------------|-----------------------|
|                     | Economic Development coordination enhanced.  | and involvement of communities in beekeeping activities | involvement in beekeeping activities.                             | formulated by June, 2026.   | groups formed.                  |                       |
|                     |  |   | Provide knowledge and skills to community on beekeeping matters   | Entrepreneurship knowledge and skills provided to 20 groups of beekeeping by June 2026. | No of beekeeping groups trained | - Quarterly report.   |
|                     | Multi-sectorial Nutrition services improved. | Improved nutrition services to staff members            | - Create awareness to beekeeping staff unit on nutritional issues | - Awareness to 2 beekeeping unit staff on nutritional issues provided by June, 2026.    | No of beekeeping staff trained  | - Quarterly report.   |

#### LIVESTOCK STRATEGIC MATRIX.

| NO | STRATEGIC OBJECTIVE   | SERVICE OUTPUT   | STRATEGIES   | TARGETS  | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION                      |
|----|---|--|--|--|--|--|
| A  | <b>OBJECTIVE A: Services improved and HIV/AIDS infection reduced.</b>   | Reduced new HIV/AIDS infections                                    | Strengthen HIV/AIDS knowledge to extension staffs, livestock keepers and fishers.  | Knowledge and skills on HIV/AIDS preventive measures to 42 extension staffs, 2000 fishers and 2000 livestock keepers provided by June 2026.                        | No. of fishers and livestock keepers given awareness on HIV/AIDS at work place | CMAC and HIV/AIDS reports                  |
|    |   |  | Provide HIV/AIDS preventive measures to extension staffs, livestock keepers and fishers.   | Condoms kits to 4 fish landing sites, 2 slaughter house and City livestock office distributed by 2026  | No of condoms kits installed   | CMAC and HIV/AIDS reports                  |
| B  | <b>OBJECTIVE B: Effective implementation of the national anti-corruption strategy enhanced and sustained.</b> | Reduced corruption incidences and increased stakeholders awareness | Improve knowledge and skills on prevention and Combating Corruption to livestock extension staffs, livestock keepers and fishers | Knowledge on Prevention and Combating Corruption to 42 livestock and fisheries extension staffs, 2000 fishermen and 2000 livestock keepers' enhanced by June, 2026 | No. of Extension staffs, fishers and livestock keeper sensitized               | Livestock and fisheries Department reports |

| NO | STRATEGIC OBJECTIVE   | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                            | MEANS OF VERIFICATION                      |
|----|---|--|---|---|---|--|
| F. | <b>OBJECTIVE “F”:Local Economic Development coordination enhanced</b> | Increased livestock and fisheries production and productivity. | Empower livestock and fishers development groups to increase productivity.          | Knowledge and awareness to 10 fishers and 10 livestock groups provided by June, 2026                                  | No. of fishers and farmers groups sensitized      | Livestock and fisheries Department reports |
|    |   |  |   | 10 fishers and 10 livestock groups supported through soft loans by June, 2026.  | No. of groups financed                            | Livestock and fisheries Department reports |
|    |   |  | Strengthen natural resource conservation and sustainable use of fisheries resources | 10 BMU's and 10 Environment Committees empowered by June, 2026.   | No of BMUs and Environmental committee empowered. |  |
|    |   |  |   | Awareness on natural resource management to 10 BMUs and 27 environmental committees in 27 wards created by June, 2026 | No. of committees sensitized                      |  |
|    |   |  |   | 3500 fishers and 1500 fishing vessel licences issued by June, 2026  | No. of license issued                             |  |
|    |   |  |   | 20 sea and land patrols to control illegal fishing activities conducted by June, 2026                                 | No. of patrols conducted                          |  |
|    |   |  |   | Demonstrative aquaculture units for farmers in to learn formulated in 17 wards by June 2026                           | No. of units established                          | Livestock and fisheries Department reports |
|    |   |  |   |   |   |  |
|    |   |  | Enhance production and productivity in livestock and fisheries                      | Fish harvested increased from 230,184Kg to 350,000Kg annually by June, 2026.  | % increase in fish production                     |  |

| NO | STRATEGIC OBJECTIVE | SERVICE OUTPUT | STRATEGIES                         | TARGETS  | PERFORMANCE INDICATORS                        | MEANS OF VERIFICATION                      |
|----|---------------------|----------------|------------------------------------|--|---|--|
|    |                     |                |                                    | Dairy milk production increased from 31,440,396 litres to 45,000,000 litres per year by June, 2026 | % increase in milk production                 | Livestock and fisheries Department reports |
|    |                     |                |                                    | Eggs production increased from 384,492 trays to 450,000 trays per year by June, 2026               | % increase in egg production                  |  |
|    |                     |                |                                    | Meat production increased from 20 tons to 30 tons by June, 2026                                    | % increase in meat production                 |  |
|    |                     |                |                                    | Artificial insemination to improve the genetic potential of 5000 heifers conducted by June, 2026   | No. of heifers improved                       |  |
|    |                     |                |                                    | 700 fishmongers and 200 livestock products processors capacitated by June, 2026.                   | No. of fish mongers and processors sensitized |  |
|    |                     |                | Improve and maintain public health | 1 modern abattoir constructed by June, 2026  | No. of abattoir constructed                   |  |
|    |                     |                |                                    | 1 slaughter house and 2 slaughter slab maintained by June, 2026                                    | No. slaughter facility maintained             |  |
|    |                     |                |                                    | Meat inspection in 1 slaughter house and 2 slaughter slabs enhanced by June ,2026                  | No. of animals slaughtered                    | Livestock and fisheries Department reports |
|    |                     |                |                                    | Inspection of livestock products vending and processing facilities in 27 wards conducted           | No. of facilities inspected                   | Livestock and fisheries Department         |



| NO | STRATEGIC OBJECTIVE   | SERVICE OUTPUT   | STRATEGIES   | TARGETS  | PERFORMANCE INDICATORS                 | MEANS OF VERIFICATION                      |
|----|---|--|--|--|--|--|
|    |   |  |  | by June, 2026  |  | reports                                    |
|    |   |  | Strengthen Veterinary and livestock extension services provision in livestock sector                                     | 1 City Veterinary hospital constructed by June, 2026   | No. of veterinary hospital constructed |  |
|    |   |  |  | Mass vaccination campaign to control livestock diseases in 27 wards conducted by, 2026   | No. of animals vaccinated              |  |
|    |   |  |  | Inspectorate services to 26 Veterinary service facilities maintained by June, 2026   | No. of facilities inspected            |  |
|    |   |  |  | Knowledge for 100 public or private livestock extension service providers improved by June, 2026   | No. of Extension staffs sensitized     |  |
|    |   |  |  | Training of 100 livestock keeperson improved livestock production technologies, conducted by June, 2026  | No. of farmers trained                 |  |
| J. | <b>OBJECTIVE J: Emergency Preparedness and Disaster Management Improved</b> | Improve Preparedness and Disaster Management in the department | Provide capacity building on emergence preparedness and disaster management to Livestock and fisheries extension staffs. | Knowledge and skill on emergency preparedness and disaster management to 42 Livestock and fisheries extension staffs and 500 fishers enhanced by June, 2026. | No. of staffs trained                  | Livestock and fisheries Department reports |
|    | <b>OBJECTIVE Y: Multi - Sectoral nutrition services improved.</b>           | Improve nutritional matters in the department                  | Create awareness on Nutrition issues to 44 extension staff   | Awareness to 42 extension staff on nutrition matters created by June, 2026   | No. of Extension staffs sensitized     | Livestock and fisheries Department reports |

**TABLE: FINANCE AND TRADE DEPARTMENT (*STRATEGIC PLAN MATRIX*)**

| OBJECTIVE |  | SERVICE OUTPUT                     | TARGETS  | STRATEGIES  | PERFORMANCE INDICATORS                             | WAY OF VERIFICATION          |
|-----------|--|------------------------------------|--|---|--|------------------------------|
| <b>A</b>  | Services Improved and HIV/AIDS Infections Reduced  | Number of HIV/ AIDS reduced        | HIV and AIDS programmer implemented increased from 5 program to 10 programme by 2026.  | Develop and implement multi-sectorial HIV/AIDS programmes at the Work place.  | No. of Staffs participated<br>No. of meetings held | HIV/AIDS reports             |
|           |  |                                    | Care and supporting services to the Council staff living with HIV/AIDS increase from 3 to 0 facilitated by 2026.                           | Facilitate Care and Supportive services to the finance &trade staffs living with HIV/AIDS.  | No. of affected Staff                              | HIV/AIDS reports             |
|           |  |                                    | HIV/AIDS Preventive interventions observed by finance staffs by June 2026  | Implement HIV/AIDS Preventive intervention  | No. department staff meeting.                      | Minutes of the meeting.      |
| <b>B</b>  | <i>Effective implementation of the national anti-corruption strategy enhanced and sustained.</i> | Awareness on corruption increased. | Public trust in Finance and Trade Department improved by June 2026   | Implementation of National Anti-corruption policy and strategy.   | No. of meeting conducted by department.            | Monthly meeting Reports      |
| <b>F</b>  | Effective Planning and Financial Management improved.  | Own source revenue increased       | Ensure Internal control system and accounting Procedures and policies adhered by all finance staffs from 50% to 100% improved by June 2026 | Enhance implementation of Local Government Finances Act and Regulations.<br>Strengthen Financial Management Systems and reporting at all council levels | % of revenue increase.                             | Financial management reports |

| OBJECTIVE |  | SERVICE OUTPUT             | TARGETS  | STRATEGIES   | PERFORMANCE INDICATORS   | WAY OF VERIFICATION                              |
|-----------|--|----------------------------|--|--|--|--|
|           |  |                            | Own Source revenue collection increased from current 92% to 100% of budget estimated by June 2026  | Strengthen Financial management and internal control systems effectively and Efficiently   | % of revenue increase.   | -CMT Reports<br>-Finance Committee Report.       |
|           |  |                            | Financial and Accounts reports periodically produced at different levels accomplished from 75% to 100% by June 2026  | Enhance investment on revenue collection systems.  | No. of collection points connected to LGRCIS Collection System | -Financial and Planning Reports.<br>-CMT Reports |
|           |  |                            | Training on modules of financial Standards (IPSAS) in Financial management skills developed by local and international board are conducted to finance and Trade staff by June 2026 | Capacitating department staffs on financial Reporting in international Financial standards | No. of department staff trained                                | Training reports                                 |
| <b>D.</b> | Access to Quality and Equitable Social Services Improved | Quality services delivered | Social infrastructures for service delivery improved by June 2026  | Improvement of Social infrastructures for public services.                                 | No. of social infrastructure established                       | PMU Reports                                      |
|           |  |                            | Good Working environment to 34 department staffs enhanced by June 2026   | Improvement of working environment to department staffs                                    | Facilities provided to staff                                   | Inventory Reports                                |
|           |  |                            | Capacity building on financial management to 27 WEO's by June 2026.  | Creation of awareness to WEO's on financial management.                                    | No. of WEO's trained.  | Capacity building training report.               |
|           |  |                            | Capacity building for Trade staffs and improving working environment of Trade Section by June 2026   | Strengthen working environment to all staffs of trade section                              | No of staff trained  | Council reports                                  |
|           |  |                            | Financial infrastructures for service  | Improve financial  | Number of  | PMU and Audit                                    |

| OBJECTIVE |  | SERVICE OUTPUT | TARGETS   | STRATEGIES   | PERFORMANCE INDICATORS  | WAY OF VERIFICATION                 |
|-----------|--|----------------|---|--|---|-------------------------------------|
|           |  |                | delivery improved by June 2026;                                     | infrastructures for public services delivery   | Maintenance and Repair made   | Reports                             |
|           |  |                | Financial reports to Community representative enhanced by June 2026 | Community and stakeholders participation in accessing financial information at all levels improved | Financial Statements Published<br><br>20% transferred to Lower Levels | Financial Reports and Audit Reports |

### TRADE

|  | OBJECTIVE  | SERVICE OUTPUT            | TARGET  | STRATEGIES  | PERFORMANCE INDICATORS                              | WAYS OF VERIFICATION                          |
|--|--|---------------------------|---|---|---|---|
|  | IMPROVE ACCESS, QUALITY AND EQUITABLE SOCIAL SERVICES DELIVERY | Quality services delivery | Availability of 500 business license books, and various policies from Ministry of Industry, Trade and Investment ensured by June 2026 | Facilitate legal documents at business premises.  | No. of books received<br><br>No. of license issued. | License books received<br><br>License report  |
|  |  |                           | SME infrastructure at Mwahako SME's center improved by June 2026  | Construction of SME infrastructure at Mwahako.    | No. of SME infrastructure developed.                | CMT Reports<br>CDR Reports<br>Finance Reports |
|  |  |                           | Mgandini Modern Market & Tangamano Shopping Mall improved by June 2026  | Construction of modern Markets and shopping mall. | -No of building constructed                         | CMT Reports<br>CDR Reports<br>Finance Reports |
|  |  |                           | Kange shopping plaza constructed by June, 2026  | Construction of Kange shopping plaza              | Building constructed.                               | CMT Reports<br>CDR Reports<br>Finance Reports |
|  |  |                           | Knowledge and skills on entrepreneurship developed to 2,000 SME by June 2026  | Conduct training on entrepreneurship skills       | No. of SME trained                                  | CMT Reports<br>Finance Report                 |
|  |  |                           | Investment in industries increased from 55 in 2019 to 100 by June 2026  | Increase number of industries.                    | No. of new Industries Increased                     | Council trade and industries reports          |

|  |  |                   |   |  |                                |                                |
|--|--|-------------------|---|--|--------------------------------|--------------------------------|
|  |  |                   | Ensure DBC stakeholder meetings conducted twice a year by June, 2026                  | Stakeholders meetings conducted twice annually   | No. meetings conducted         | DBC minutes                    |
|  |  |                   | One stop center for trade established by June 2026                                    | Improve business environment                     | Stop center established        | CMT & finance committee report |
|  | CAPACITY BUILDING ON ENTREPRENEURS HIP AND BUSINESS SKILLS TO 2000 ENTERPRENEURS | Strengthened SMEs | Capacity building to 1500 entrepreneurs to trade beyond boarder enhanced by June 2026 | Capacity building to 1500 entrepreneurs enhanced | No of entrepreneur capacitated | Capacity building report       |

### PRIMARY EDUCATION DEPARTMENT

This Department (Strategic Service Area) will contribute to Tanga City Council five years Strategic Plan; FYDP – II; MKUKUTA II and other national planning framework through implementation or contributing to the Accomplishment of the following Five Strategic Objectives narrated in the combined Strategic Plan Matrix as follows:-

**Table PRIMARY EDUCATION DEPARTMENT (*STRATEGIC PLAN MATRIX*)**

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT                      | TARGETS   | STRATEGIC   | PERFORMANCE INDICATORS  | MEANS OF VERIFICATION                |
|---------------------|--|-------------------------------------|---|---|---|--------------------------------------|
| A                   | <b>Services Improved and HIV and AIDS Infections Reduced</b> | Reduced new HIV and AIDS infections | Awareness to 1317 teachers and 108 primary schools on HIV and AIDS provided by June 2026. Create awareness to teachers and pupils on HIV and AIDS | Create awareness to teachers and pupils on HIV and AIDS.  | No. of schools teachers and pupils provided with HIV/HIV knowledge. | CMAC and HIV and AIDS annual reports |
|                     |  |                                     | Care and support to pupils, teachers and departmental staff affected with HIV and AIDS provide by June 2016.                                      | Provide care and support to pupils, teachers and departmental staff affected with HIV and AIDS. | No. of teachers and pupils provided                                 | CMAC and HIV and AIDS annual reports |

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT   | TARGETS  | STRATEGIC  | PERFORMANCE INDICATORS                                  | MEANS OF VERIFICATION       |
|---------------------|---|--|--|--|---|-----------------------------|
| <b>B</b>            | <b>National anti-Corruption Implementation Strategy Enhanced and Sustained.</b> | Sustained awareness on Corruption practices at work places | Knowledge and skill on Prevention and combating Corruption to 11 departmental staff and 108 primary schools provided by June 2026. | Provide knowledge and skill on Prevention and combating Corruption to departmental staff, primary schools teachers and pupils. | No. of departmental staff, teachers and pupils provided | integrity Committee reports |
|                     |   |  | Anti-corruption clubs in primary schools increased from 50 to 108 by June, 2026.   | Increase anti-corruption clubs in primary schools.   | No. of clubs increased                                  | integrity Committee reports |
| <b>C.</b>           | <b>Access to Quality and Equitable Social Services Delivery Improved</b>        | Availability of good and quality education for children    | Schools committees, Parents and Ward Executive Officers involved in pupil's enrolment and attendance by June 2026.                 | Involve schools committees, Parents and Ward Executive Officers in pupil's enrolment and attendance.                           | No. of pupils increased                                 | Primary Education reports   |
|                     |   |  | Knowledge and skills on teaching standards to 108 schools management provided by June, 2026  | Build capacity in teaching standards in primary schools.   | No. of Teachers capacitated                             | Primary Education reports   |
|                     |   |  | Working facility to 2 Post-primary schools training centers provided by June, 2026   | Provide working facility Post Primary schools training centers.  | No. of facilities provided                              | Primary Education reports   |

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT                                     | TARGETS  | STRATEGIC   | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION     |
|---------------------|---|--|--|---|--|---------------------------|
|                     |   |  | Cultural and sports activities in primary schools encouraged by June 2026.   | Promote cultural and sports activities in primary schools   | No. of pupils increased  | Primary Education reports |
| <b>H</b>            | <b>Quantity and Quality of Social Economic Infrastructure and Information Technology improved</b> | Improved Working Teaching and learning environment | Class-Pupils Ratio (CPR) for primary school reduced from 1:95 in 2020 to 1:50 by June 2026.  | Encouraged difference education stakeholders in provision of schools infrastructure.  | No. of Ratio reduced.  | Primary Education reports |
|                     |   |  | Pit Latrine - Pupils Ratio for primary schools reduced from 1:79 (boys) and 1:67 (girls) in 2020 to 1:40 (boys) and 1:30 (girls) by June 2026        |   | No. of Ratio reduced.  | Primary Education reports |
|                     |   |  | Desk - Pupils Ratio for primary schools reduced from average of 1:4 in 2020 to 1:3 by June 2026  |   | No. of Ratio reduced.  | Primary Education reports |
|                     |   |  | Knowledge and skills to 11 Department staff, 25 Ward Education Officers and 108 primary school in Education Web based systems provided by June 2026. | Provide knowledge and skills to Department staff, Ward Education Officers and primary school teachers in Education Web based systems. | No. of people provided   | Primary Education reports |
|                     |   |  |  |   |  |                           |
| <b>I</b>            | <b>Emergence preparedness and Disaster Management Enhanced</b>                                    | Improved schools infrastructure such classes,      | Awareness to 11 departmental staff, 108 primary school on emergence preparedness   | Create awareness to departmental staff, primary school teachers and pupils  | No. of (departmental staff, primary school teachers and pupils) provided | Primary Education reports |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT                                    | TARGETS   | STRATEGIC   | PERFORMANCE INDICATORS    | MEANS OF VERIFICATION     |
|---------------------|--|---|---|---|---------------------------|---------------------------|
|                     |  | teachers houses, offices and pit latrine          | and disaster management by June 2026.   | on disaster   |                           |                           |
| Y                   | Mult-sectorial nutrition services improved | Improved of good and quality education for pupils | Knowledge and skills to 11 departmental staff, 25 Ward Education Officers, 108 primary school teachers and pupils on Nutrition matters provided by June 2026. | Provide knowledge and skills to departmental staff, Ward Education Officers, primary school teachers and pupils on Nutrition matters. | No. of people provided    | Primary Education reports |
|                     |  |   | Food to teachers and pupils In 108 primary schools encouraged by June 2026.   | Encourage all primary schools in provision of food to teachers and pupils.  | No. of schools encouraged | Primary Education reports |

*Source: Tanga City Council Primary Education Department (2020)*

**Table SECONDARY EDUCATION DEPARTMENT (*STRATEGIC PLAN MATRIX*)**

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT                              | TARGETS   | STRATEGIES                                  | PERFORMANCE INDICATORS                     | MEANS OF VERIFICATION     |
|---------------------|---|---|---|---|--|---------------------------|
| A                   | Services Improved and HIV/AIDS Infections Reduced | A Community free of new HIV/AIDS infections | Awareness on HIV and AIDS prevention provided to 44 schools by June 2026  | Sensitize Teachers and students on HIV/AIDS | Number of teachers and students sensitized | CMAC and HIV/AIDS reports |
|                     |   |   | HIV and AIDS information on comprehensive sex education in secondary school's curriculum imparted to all teachers by June, 2026 | Expand VCT services to secondary schools    | Number of teachers informed on HIV/AIDS    | CMAC and HIV/AIDS reports |
|                     |   |   | Knowledge and skills  | Train teachers and students on              | Number of                                  | CMAC and                  |



| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT   | TARGETS   | STRATEGIES   | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION        |
|---------------------|---|--|---|--|--|------------------------------|
|                     |   |  | provided to 44 secondary schools on HIV and AIDS matters by June, 2026.   | how to prevent HIV and AIDS  | teachers and students trained                                    | HIV/AIDS reports             |
| <b>B</b>            | <b>Effective Implementation of the National Anti-Corruption strategy enhanced and sustained</b> | Sustained awareness on Corruption practices at work places | Awareness training to 5 City staff and 901 secondary school teachers on the effect of petty and grand corruption facilitated by June, 2026. | Enhance knowledge on Prevention and combating Corruption to secondary school teachers and students.    | Number of education staff and teachers trained                   | integrity Committee reports  |
|                     |   |  | Anti-corruption clubs strengthened to 26 secondary schools by June, 2026.   | Combating Corruption to secondary school teachers and students.  | No. of clubs assisted to get strength.                           | integrity Committee reports  |
|                     |   |  | Awareness on fighting against corruption and skills to identify early indicators of corruption to 44 secondary schools facilitated by 2026. | Ensure Civics/GS topics based on Corruption are well taught to schools.                                | No. of teachers and students provided with corruption knowledge. | integrity Committee reports  |
| <b>D</b>            | Access, quality and equitable social services delivery Improved.                                | Good and quality Secondary education to students           | Enrolment rate for form one and form five increased from 98% in 2020 to 100 % by June, 2026.  | Involvement of School Board, Ward committee, Parents in improving enrollment and student's attendance. | No. of students enrolled into form 1 and 5 respectively          | Secondary Education reports  |
|                     |   |  | Day secondary schools attendance rate increased from 90% in 2020 to 99% by June, 2026.  | Involvement of School Board, Ward committee, Parents in improving enrollment and student's attendance  | % of students attendance   | Secondary Education reports  |
|                     |   |  | Form four students completion rate raised from 86% to 100% by June, 2026.   | Involvement of School Board, Ward committee, Parents in improving enrollment and student's attendance  | % of Students completed form 4                                   | Secondary Education reports  |
|                     |   |  | Truants and students drop out reduced from 1.2% to at 0% by June, 2026.   | Involvement of School Board, Ward committee, Parents in improving enrollment and student's attendance  | No. of students' drop out annually                               | Secondary Education. reports |

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT   | TARGETS  | STRATEGIES  | PERFORMANCE INDICATORS  | MEANS OF VERIFICATION                           |
|---------------------|---|--|--|---|---|---|
|                     |   |  | Books – student ratio reduced from 1:3 to 1: 1 by June, 2026.  | Strengthen school management and Teaching standards to secondary schools.                             | No. of Books procured   | Secondary Education reports                     |
|                     |   |  | Subject syllabi completion increase from 95% to 100% by June, 2026.  | Strengthen school management and Teaching standards to secondary schools.                             | %of subject masters completing syllabuses                       | Secondary Education reports                     |
|                     |   |  | Average pass rate of national form two examination increase; from 90.2 %to 100%, form four; from 74.4% to 100%, and form six; from 97.8% to 100% by June 2026. | Strengthen school management and Teaching standards to secondary schools.                             | % of students passed form 2, 4 and 6 exams                      | Secondary Education reports                     |
|                     |   |  | Knowledge and skill on financial management provided to 52 secondary school teachers by June, 2026.  | Strengthen school management and Teaching standards to secondary schools.                             | Number of staff trained on Financial Grants management          | Secondary Education and Human Resources reports |
|                     |   |  | Secondary schools participation in UMISSETA facilitated by June, 2026.   | Promote cultural and sports activities to students.   | No. & type of competitions held.<br>No. of schools participated | Secondary Education reports                     |
| <b>H</b>            | <b>Infrastructure Development and Technology enhanced</b> | Conducive and attractive teaching & learning environment | Class-Students Ratio for secondary school reduced from 1:60 in 2020 to 1:40 by June, 2026  | Improve secondary school infrastructure and furniture for conducive teaching and learning environment | Number of Classrooms constructed                                | Secondary Education reports                     |
|                     |   |  | Pit Latrine - Students Ratio for secondary schools reduced from 1:45 (boys) and 1:49 (girls) in 2020 to 1:25 (boys) and 1:20 (girls) by June,                  | Improve secondary school infrastructure and furniture for conducive teaching and learning environment | Number of pit latrines constructed                              | Secondary Education reports                     |

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT                     | TARGETS  | STRATEGIES  | PERFORMANCE INDICATORS                           | MEANS OF VERIFICATION       |
|---------------------|---|------------------------------------|--|---|--|-----------------------------|
|                     |   |                                    | 2026.  |   |  |                             |
|                     |   |                                    | Students table/chairs deficit reduced from 18% to 0% by June, 2026   | Improve secondary school infrastructure and furniture for conducive teaching and learning environment | Number of table/chairs made                      | Secondary Education reports |
|                     |   |                                    | 42 Science laboratory in 21 secondary schools completed by June 2026.  | Improve secondary school infrastructure and furniture for conducive teaching and learning environment | No. of Science lab.completed                     | Secondary Education reports |
|                     |   |                                    | Construction of 09 students' hostels in Secondary schools completed by June 2026.  | Improve secondary school infrastructure and furniture for conducive teaching and learning environment | No. of hostels completed.                        | Secondary Education reports |
|                     |   |                                    | Application of ICT enhanced to 44 secondary schools in different systems like BEMIS, PREMS, FFARS, and SELFORM by June 2026. | Improve the use of ICT in secondary schools programs.   | Number of schools using ICT increases            | Secondary Education reports |
| <b>I</b>            | <b>Emergence preparedness and Disaster management enhanced.</b> | School infrastructures remain safe | Knowledge and skill on emergence preparedness and disaster management provided to 44 schools by June, 2026.                  | Provide knowledge and skill on emergence preparedness and disaster management.                        | Number of disasters decreases                    | Secondary Education reports |
|                     |   |                                    | Safety instrument installed in 44 schools by June, 2026.   | Ensure availability of safety instrument in schools on disaster management.                           | Number of instruments installed                  | Secondary Education reports |
| <b>Y</b>            | Mult-sectorial Nutrition services improved Strategies.          | Nutrition improved                 | awareness to 5 department staff and 44 secondary schools on nutritional matters provided by June, 2026                       | Create awareness to department staff on nutritional matters   | Number of teachers aware of nutritional services | Secondary Education reports |

**Table AGRICULTURE DEPARTMENT MATRIX.**

| No | STRATEGIC OBJECTIVE D   | SERVICE OUTPUT                      | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                              | MEANS OF VERIFICATION                |
|----|---|-------------------------------------|---|---|---|--------------------------------------|
| A  | SERVICE IMPROVED AND HIV/AIDS INFECTIONS REDUCED  | Reduced HIV and AIDS. new infection | Provide Knowledge and skills on HIV and AIDS to department staff and famers. .  | Knowledge and skills on HIV and AIDS to 25 departmental staff and 8000 famers provided by June 2026                             | No. of staff imported with knowledge                | Departments Reports HIV/AIDS reports |
|    |   |                                     | Provide Care and Supportive services to the staff living with HIV and AIDS  |   |   |                                      |
| B  | EFFECTIVE IMPLEMENTATION OF THE NATIONAL ANT CORRUPTION STRATEGY ENHANCED AND SUSTAINED | Reduced corruption incidences       | Create awareness on Anti-corruption issues for new and existing agricultural staff  | Awareness on Anti-corruption issues for new and existing agricultural staff created by June 2026                                | No. of extension staff with knowledge of corruption | Integrity Committee reports          |
| E  | Local Economic Development coordination enhanced  | Agriculture markets increased       | Provide skills to famers on value chain and post-harvest handling of produce and products                                     | Skills on agriculture markets, value adding techniques, warehouse receipts and Contract farming to farmers created by June 2026 | No of market techniques applied                     | Agriculture extension Reports.       |
|    |   |                                     | Coordinate and provide skills to famers on warehouse receipts and Contract farming  |   |   |                                      |
|    |   | Productivity increased              | Sensitize and provide skills to famers on use of modern agriculture and technology in crop production                         | Knowledge and skills on use of agriculture modern technology in crop production to 8000 famers provided by June 2026            | No of modern technology applied                     | Agriculture extension Reports        |
|    |   | Increased. Work efficiency          | Mobilize and encourage famers on use of ward agricultural resource centers and farm field school. Establish one demo plot for | Extension service to 8000 famers provided and improved by June 2026   | No of tan /ha increased                             | Agriculture extension Reports        |

| No | STRATEGIC OBJECTIVE D                                    | SERVICE OUTPUT                             | STRATEGIES  | TARGETS  | PERFORMANCE INDICATORS                     | MEANS OF VERIFICATION             |
|----|--|--|---|--|--|-----------------------------------|
|    |  |  | urban and organic agriculture   |  |  |                                   |
|    |  | Increased. Work efficiency                 | Conduct audit and supervise cooperative society   | 43 cooperative societies audited and supervised by June 2026   | No. of farm field and nursery established. | Agriculture extension Reports     |
|    |  | Increased. Work efficiency                 | Build capacity to co-operative boards, cooperative societies and management                                     | Co-operative boards, cooperative societies and managements capacitated by June 2026                        | No. of training conducted.                 | Co-operatives Development reports |
|    | EMERGENCE PREPAREDNESS AND DISASTER MANAGEMENT ENHANCED. | Increased awareness on disaster management | 1. Collaboration with meteorological agency on providing seminars and training on weather forecasting enhanced. | Strengthen disaster management knowledge to 25 department staff and 11575 farmers by June 2026.            | No. farmers received the training          | .Agriculture extension Reports    |
| Y  | MULT-SECTORIAL NUTRITION SERVICE IMPROVED                | Nutrition improved                         | Provide knowledge to famers on nutritional importance of vegetable and  | Knowledge and skills on nutritional importance of vegetable and fruit to 8000 famers provided by June 2026 | NO of farmers imparted with knowledge      | Agricultural report               |

**TABLE : PROCUREMENT MANAGEMENT UNIT**

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT                  | TARGETS   | STRATEGIES  | PERFORMANCE INDICATORS                      | MEANS OF VERIFICATION     |
|---------------------|---|---------------------------------|---|---|---|---------------------------|
| A                   | Services Improved and HIV/AIDS Infections Reduced | Reduced new HIV/AIDS infections | Care and supportive services to PMU staff living with HIV/AIDS provided by June, 2026 | Enhance awareness on HIV/AIDS challenge at place of work. | No. of staff living with HIV/AIDS supported | CMAC and HIV/AIDS reports |
|                     |   |                                 | Awareness on HIV/AIDS to 07 PMU staffs at work  | Enhance awareness on HIV/AIDS                             | Number of PMU staff with awareness          | CMAC and HIV/AIDS         |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT   | TARGETS   | STRATEGIES  | PERFORMANCE INDICATORS                           | MEANS OF VERIFICATION     |
|---------------------|--|--|---|---|--|---------------------------|
|                     |  |  | place provided by June, 2026  | challenge at place of work.   |  | reports                   |
|                     |  |  | Community education to do away with social stigma actions & values to the PLHV among council staff at all levels conducted by June, 2026        | Educate council staff to avoid stigma and discrimination to the PLHIV                       | No. of staff educated on social stigma to PLHIV. | CMAC and HIV/AIDS reports |
|                     |  |  | Strengthen promotion and use of condoms and all other means to curb HIV /AIDS infection and family planning measures to PMU staff by June, 2026 | Enhance awareness on HIV/AIDS challenge at place of work.                                   | Number of staff participation                    | CMAC and HIV/AIDS reports |
|                     |  |  | National HIV/AIDS Strategy in place and operationalized effective by June, 2026   | Enhance awareness on HIV/AIDS challenge at place of work.                                   | National HIV/AIDS Strategy operational           | CMAC and HIV/AIDS reports |
| <b>B</b>            | National anti-Corruption Implementation Strategy Enhanced and Sustained. | Reduced corruption incidences and increased public trust on the government | Transparency, Equality & fairness to all bidders enhanced by June, 2026   | Provision of awareness of bidder's rights and use of Electronic procurement (TANePS System) | Number of bidders reported cases                 | Various Reports           |
|                     |  |  | Protection of corruption in tendering process enhanced by June, 2026  | Provision of awareness of bidder's rights and use of Electronic procurement (TANePS System) | Number of cases of corruption reported           | Tendering reports         |
|                     |  |  | Timely PMU services provided to clients and   | Provision of awareness of   | Number of complaints reported                    | Integrity reports         |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT                                    | TARGETS   | STRATEGIES   | PERFORMANCE INDICATORS  | MEANS OF VERIFICATION         |
|---------------------|--|---|---|--|---|-------------------------------|
|                     |  |   | community improved by June, 2026  | bidder's rights and use of Electronic procurement (TANePS System)                                  |   |                               |
|                     |  |   | National Anti-corruption Action Plan mainstreamed into council procurement plans and implemented by June, 2026.           | Strengthen Anti-Corruption awareness to Council Management and Staff                               | No. of reported corruption incidences                         | Integrity Committee Reports   |
|                     |  |   | Sensitize 11 heads of department/units on effect of corruption on procurement and efforts to combat enhanced by June 2026 | Strengthen Anti-Corruption awareness to Council Management and Staff                               | No. of heads of department/union sensitised                   | Procurement quarterly reports |
|                     |  |   | Protection of mis-presentation and fraud to both bidders and TCC staffs on tendering process enhanced by June 2026        | Provision of awareness on integrity honest to both bidders and Council staffs on tendering process | Number of fraud cases reported by either part                 | Council integrity reports     |
| <b>F</b>            | Effective Planning and Financial Management improved | Strengthened procurement procedures at all levels | Short and long training to 07 PMU staff facilitated by June, 2026   | Facilitate training on procurement matters to PMU staff  | Number of staff trained                                       | Council training reports      |
|                     |  |   | Awareness on procurement procedure and on "Force Account" procedure built to 70 facilities staff enhanced by 2026         | Facilitate training on procurement matters to PMU staff  | No. of Facilities staff trained on "Force Account procedures" | Council training reports      |
|                     |  |   | Capacity Building to Access Procurement   | Facilitate training on procurement   | Number of Heads of service facilities                         | Council training reports      |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT                             | TARGETS   | STRATEGIES   | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION                         |
|---------------------|--|--|---|--|--|---|
|                     |  |  | skills and process to heads of service facilities in 27 Wards improved by June 2026   | matters to PMU staff   | trained  |   |
|                     |  | Transparency and Accountability maintained | Public procurement Act, regulations, procedures & guidelines to 11 departments & 6 units in the council strengthened by June 2026 | Adherence to PPRA guideline.                                     | Number of HODs trained on Public Procurement Act & regulations | Council training reports                      |
|                     |  |  | Tender and contracts documents and quarterly and procurement reports prepared by June, 2026                                       | Adherence to PPRA guideline.                                     | Tender documents and reports                                   | Council tender Board Implementation reports   |
|                     |  |  | Tender board quarterly meetings conducted every year by June, 2026  | Adherence to PPRA guideline.                                     | Tender Board meeting conducted                                 | Council Tender Board minutes                  |
|                     |  |  | Yearly procurement plan and Inventory Management maintained and implemented by June 2026  | Procurement plan and inventory management developed              | Annual Procurement Plan and Inventory management prepared      | Annual Procurement Plan and Inventory reports |
|                     |  |  | Annual stock taking to Council 13 Departments and 6 Units conducted by June, 2026   | Procurement plan and inventory management developed              | Annual Stock Taking Reports in place                           | Annual Stock Taking Reports                   |
|                     |  | Record management improved                 | 96 Public notifications on procurement events enhanced by June, 2026  | Enhance Stakeholders Awareness on procurement bids information's | Number of notification in place                                | Tender documents and reports                  |



| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT                  | TARGETS  | STRATEGIES   | PERFORMANCE INDICATORS             | MEANS OF VERIFICATION       |
|---------------------|---|---------------------------------|--|--|------------------------------------|-----------------------------|
|                     |   |                                 | Service delivered to 167 stakeholders on Procurement issues enhanced by June, 2026 | Enhance Stakeholders Awareness on procurement bids information's | Number of stakeholders capacitated | Council procurement reports |
| <b>I</b>            | Emergence Preparedness and Disaster Management Improved | Improved emergency preparedness | 1 store/warehouse improved by June, 2026   | Strengthen emergency preparedness at council level               | Warehouse in place                 | Council reports             |
|                     |   |                                 | Emergency preparedness and disaster at unit level maintained by June, 2026         | Strengthen emergency preparedness at council level               | Number of staff trained            | Council training reports    |
|                     |   |                                 | Emergence Preparedness and Disaster Management at PMU staff improved by 2026       | Strengthen emergency preparedness at council level               | Number of staff trained            | Council training reports    |

**Table : LEGAL UNIT**

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                           | MEANS OF VERIFICATION       |
|---------------------|---|--|---|---|--|-----------------------------|
| <b>A</b>            | Services Improved and HIV/AIDS Infections Reduced | Good working environment free of new HIV/AIDS infections | Create awareness to departmental staff on HIV/AIDS matters            | Awareness on HIV/AIDS matters to departmental staff created by June 2026            | Number of staff tested for HIV/AIDS              | CMAC and HIV/AIDS Reports   |
|                     |   |  | Provide care and support to departmental staff affected with HIV/AIDS | Care and support to departmental staff affected with HIV/AIDS provided by June 2026 | Number of staff affected with HIV/AIDS supported | CMAC and HIV/AIDS Reports   |
| <b>B</b>            | National anti-Corruption                          | Reduced corruption                                       | Create legal awareness to departmental staff,                         | Legal awareness to departmental staff,  | Number of reported corruption                    | Integrity Committee Reports |

| STRATEGIC OBJECTIVE |   | SERVICE OUTPUT  | STRATEGIES   | TARGETS  | PERFORMANCE INDICATORS                   | MEANS OF VERIFICATION     |
|---------------------|---|---|--|--|--|---------------------------|
|                     | Implementation Strategy Enhanced and Sustained.                         | incidences and increased public trust on the government | management team and council staff on corruption issues                     | management team and council staff on corruption issues created by June, 2026                   | incidences                               |                           |
| C                   | Good Governance, Administration and Human Resources management enhanced | Improved By-laws and Ward tribunals                     | Strengthen Rule of Law and Tribunals at grassroots level                   | Capacity building programs to Ward Tribunals members strengthen by June 2026                   | Number of Ward Tribunalmembers trained   | Ward Tribunals Registries |
|                     |   |   | Inspect and monitor by-laws application to the council                     | Monitoring and inspection of by-laws application conducted by June 2026                        | Number of Wards visited                  | Periodical Legal Reports  |
|                     |   | Reduced number of cases against the Council             | Ensure cases against the council are timely settled                        | Cases against the council are timely settled and represented in all courts of law by June 2026 | Number of cases represented and settled  | Legal Case Reports        |
|                     |   |   | Represent the council in all cases to the courts of law                    |  |  |                           |
|                     |   | Improved Contract Vetting                               | Creating legal awareness on various contractual issues                     | Legal awareness on various contractual issues created by June 2026                             | Number of contracts vetted               | Council legal reports     |
|                     |   | Improved Legal Advice to the Council                    | Provide legal interpretation and advice to the council on different issues | Legal interpretation and advice to the council on different issues provided by June 2026       | Number of issues advised to the Council  | Council legal reports     |
|                     |   | Increased Council's revenue collection                  | Provide cooperation with other departments on council's revenue collection | Cooperation with other departments on council's revenue collection provided by June 2026       | Percentage increase in revenue collected | Council financial Reports |
|                     |   | Improved public compliance with the laws                | Conduct City inspection to enhance laws compliance                         | City inspection in enhancing laws compliance conducted by June 2026                            | Fine and penalty charged                 | Council legal Reports     |
| Y                   | Multi-sectorial Nutrition services                                      | Improved nutrition                                      | Create awareness to departmental staff on                                  | Awareness to departmental staff on nutritional matters   | Number of staff supported with           | Reports                   |

| STRATEGIC OBJECTIVE |          | SERVICE OUTPUT            | STRATEGIES                                     | TARGETS  | PERFORMANCE INDICATORS                   | MEANS OF VERIFICATION |
|---------------------|----------|---------------------------|--|--|--|-----------------------|
|                     | improved | services to staff members | nutritional matters                            | created by June 2026   | nutrition                                |                       |
|                     |          |                           | Provide nutritional food to departmental staff | Nutritional food to departmental staff provided by June 2026 | Number of staff supported with nutrition | Reports               |

**Table INFORMATION, COMMUNICATION, TECHNOLOGY AND PUBLIC RELATIONS UNIT**

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT                                      | STRATEGIES   | TARGETS  | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION         |
|---------------------|--|---|--|--|--|-------------------------------|
| <b>A</b>            | Services Improved and HIV/AIDS Infections Reduced  | New HIV/AIDS infection reduced                      | Supportive care to Staff affected with HIV/AIDS.                       | Voluntary counselling and testing to ICT and Public Relations staff enhanced by June 2026.                                 | Voluntary counselling and testing performed by 5 ict and Public Relations staff. | CMAC and HIV/AIDS reports     |
|                     |  |   | Develop and implement multi sectorial HIV /AIDS programs at work place | Increase awareness to staff by introducing new 5 programs and publications by June 2026                                    | Awareness provided to 5 ict and Public Relations staff                           | CMAC and HIV/AIDS reports     |
| <b>H</b>            | Infrastructure and Information Technology improved | Improved Quality and Quantity of ICT Infrastructure | - Installation of LAN Equipment.                                       | -Local Area Network (LAN) installed from 10 buildings coverage to 20 buildings coverage by 2026.                           | - LAN installed and operational<br>- Programmes linked and offices served        | ICT and Departments' reports. |
|                     |  |   |  | Financial management systems and health facilities systems improved from 20% usage coverage to 67% usage coverage by 2026. | - No of financial management system and health facility system increased         | ICT and Depts.' reports.      |
|                     |  |   | Management of LAN equipment  | - Capacity building on management of LAN to  | No of Ict Staff attending Short  | Ict report                    |

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT | STRATEGIES                                | TARGETS  | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION |
|---------------------|--|----------------|---|--|--|-----------------------|
|                     |  |                |   | 5 ICT Officers strengthened by 2026.   | courses increased  |                       |
|                     |  |                | - Improved Council's communication system | - City council's Website updated and visitors attracted from 75 daily visit to 225 daily visit by 2026.  | Website developed & People visited                                     | Council Website       |
|                     |  |                |   | Council's Television (TangaTV) Improved from 30% news and update to 70% news and update by 2026.         | No. of staff and community watching TangaTV increased                  | Tanga Television      |
|                     |  |                |   | - Developed City council's Social Networks from 3 existing social networks to 7 social networks by 2026. | No of People Communicating through council's social network increased. | Social Networks.      |

*Source: tangacc. Information, Communication, Technology and Public Relations Unit (2019)*

### ELECTION UNIT

This Unit (Strategic Service Area) will contribute to TCC's five years Strategic Plan, Election Manifesto 2020 FYDP – and other national planning framework through implementation or contributing to the Accomplishment of the following Three Strategic Objectives narrated in the combined Strategic Plan Matrix as follows:-

**Table ELECTION UNIT(STRATEGIC PLAN MATRIX)**

| STRATEGIC OBJECTIVE |  | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS   | MEANS OF VERIFICATION           |
|---------------------|--|--|---|---|--|---------------------------------|
| <b>A</b>            | Services Improved and HIV/AIDS Infections Reduced                        | Improved HIV/AIDS prevention and management                                | Strengthen provision of existing preventive services  | Awareness creation on HIV/AIDS prevention to 208 unit staff, WEOs and MEOs by June 2026   | No. of staff trained on use of condoms to protect HIV/AIDS infection   | CMAC and HIV/AIDS reports       |
| <b>B</b>            | National anti-Corruption Implementation Strategy Enhanced and Sustained. | Reduced corruption incidences and increased public trust on the government | Strengthen Anti Corruption awareness to Council leaders, Management and Staff at all levels | To facilitate the Integrity committee train leaders, management and staff at all levels on effects of corruption during and post elections by June 2026   | <ul style="list-style-type: none"> <li>◆ No. of meeting conducted</li> <li>◆ No. of leaders and staff trained</li> </ul>                 | Integrity committee Reports     |
| <b>C</b>            | Good Governance, Administration and Human Resources Management enhanced. | Strengthened democratic local governance                                   | Strengthen democracy and community representation in decision making                        | Local Government elections at local levels conducted by December 2024   | Local government elections held  | Governance and Election reports |
|                     |  |  |   | Liaison with administration and Human Resource department, and Legal Unit to prepare training for newly elected grass root leaders conducted by June 2025 | <ul style="list-style-type: none"> <li>◆ Training package in place</li> <li>◆ No. of newly elected grass root leaders trained</li> </ul> | Governance and Election reports |

*Source: Tanga City Council Election Unit (2019)*

**Table INTERNAL AUDIT SECTION.**

| STRATEGIC OBJECTIVES   | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                                | MEANS OF VERIFICATION             |
|--|--|---|---|---|-----------------------------------|
| Services improved and HIV/AIDS infections reduced.                                   | Reduced new HIV/AIDS infections.                           | 1. Provide assurance on care and supportive services to the council staff living with HIV/AIDS. | 1. Care and supportive services to the council staff living with HIV/AIDS assessed by June 2026.              | No. of staff and HODs participated                    | Periodical Internal Audit Reports |
|  |  | 2. Create awareness to Audit staff on HIV/AIDS Preventive intervention.                         | 2. Awareness to 3 Audit staff on HIV/AIDS preventive intervention created by June 2026.                       | Number of audit staff participated                    | Minutes of audit staff meetings   |
|  |  | 3. Provide care and support to audit staff affected by HIV/AIDS                                 | Care and support to HIV/AIDS affected audit staff provided by June 2026                                       | Number of affected by HIV/AIDS audit staff            | Minutes of Audit staff meeting    |
| Effective implementation of National Anti-corruption strategy enhanced and sustained | Removing corruption on council staffs and management team. | 1. Assess on Anti-Corruption awareness to Council Management and Staff                          | 1. Integrity and awareness to 3197 staff and management team on Anti-corruption issues assessed by June, 2026 | Number of council management team and staff involved. | Internal audit reports            |
|  |  | 2. Create awareness to audit staff on anti-corruption matters.                                  | 2. Awareness to 3 audit staff on Anti-corruption matters created by June 2026                                 | Number of audit staff participated                    | Meeting Minutes                   |
| Good governance, administration and Human resource management improved.              | Improved staff accountability on service delivery          | 1. Assess skills development programs to the council staff.                                     | 1. Skills development programs to the council staff assessed by June 2026.                                    | Number of staff and community participated            | Quarterly internal audit reports  |
|  | Strengthened democracy in local governance                 | 2. Provide assurance of Community participation in development projects                         | 2. Community participation in development projects assured by June 2026                                       | Number of communities participated                    | Internal audit reports            |
|  |  | 3. Strengthen audit staff Code of Ethics,   | 3. Audit staff Code of Ethics Discipline and  | Number of staff code participated                     | IPPF                              |

| STRATEGIC OBJECTIVES   | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                             | MEANS OF VERIFICATION              |
|--|--|---|---|--|------------------------------------|
|  |  | Discipline and Accountability   | Accountability strengthened by June 2026.   |  |                                    |
|  |  | 4.Assurance of accountability of administration department to council staff   | 4.Accountability of Administration department to council staff assured by June 2026                           | Number of administration documents assessed        | Internal audit reports             |
| Access, quality and equitable social services delivery improved. | Availability of quality and equitable social services delivery improved. | 1. Assurance on implementation of council Social infrastructures.   | 1.Implementation of social infrastructure assured by June 2026  | Number of community and stake holders participated | Internal audit repots              |
|  |  | 2.Assess mobilization and empowerment of community and stakeholder's participation in development projects and service delivery | 2.Community participation and involvement in development projects and services delivery assessed by June 2026 | Number Community participated                      | Internal audit reports             |
| Local economic development coordination enhanced.                | Proper economic development  | 1.Assess value chain, post-harvest handling and agricultural market   | 1.Value chain, post-harvest handling and agricultural market assessed by June 2026                            | Number of findings and issues assessed.            | Internal audit reports             |
| Effective planning and financial management improved.            | Good financial management and proper planning implemented                | 1. Assess community participation through "improved O&OD".  | 1. Community participation through "improved O&OD" assessed by June 2026.                                     | Number of communities and staff involved           | Periodically internal audit report |
|  |  | 2. Assess Local economic development, industrialisation, entrepreneurship and trade.  | 2.Local economic development, industrialisation, entrepreneurship and trade assessed by June 2026             | Number of findings raised                          | Internal audit reports             |

| STRATEGIC OBJECTIVES   | SERVICE OUTPUT   | STRATEGIES   | TARGETS  | PERFORMANCE INDICATORS                           | MEANS OF VERIFICATION  |
|--|--|--|--|--|------------------------|
|  |  | 3. Assess Capacity Building Programmes to the council staff on Web based planning and Budgeting.                             | 3. Capacity Building Programmes to the council staff on Web based planning and Budgeting assessed by June 2026.                  | Number of council staff participated             | Internal audit reports |
|  |  | 4. Assess Project Planning Management at all levels.   | 4. Project Planning Management at all levels assessed by June 2026.  | Number of departments involved                   | Internal audit reports |
|  |  | 5. Assess implementation of Local Government Finances Act and Regulations.   | 5. Implementation of Local Government Finances Act and Regulations assessed by June 2026.  | Number of department s involved                  | Internal audit reports |
|  |  | 6. Assess council financial management, internal control systems and reporting   | 6. Council financial management, internal control systems and reporting assessed by June 2026.                                   | Number of departments involved                   | Internal audit reports |
| Effective urban planning, natural resources and environmental management enhanced. | Quality and well urban planned, controlled natural resources and environment management. | 1. Assurance on the Involvement of local communities and other stakeholders on proper environment management and sanitation. | 1. Involvement of local communities and other stakeholders on proper environment management and sanitation assured by June 2026. | Number of communities and stake holders involved | Internal audit reports |
|  |  | 2. Assess the Environmental Conservation measures and township beautification.   | 2. Environmental Conservation measures and township beautification assessed by June 2026.  | Number of departments involved                   | Internal audit reports |
|  |  | 3. Assess development of land resource inventory.  | 3. Development of land resource inventory assessed by June 2026.   | Number of departments involved                   | Internal audit reports |



| STRATEGIC OBJECTIVES                                     | SERVICE OUTPUT   | STRATEGIES  | TARGETS   | PERFORMANCE INDICATORS                                 | MEANS OF VERIFICATION              |
|--|--|---|---|--|------------------------------------|
|  |  | 4. Assess building Capacity of land management planning and quality control                   | 4. Building Capacity of land management planning and quality control assessed by June 2026.                   | Number of staffs involved in urban planning department | Internal audit reports             |
| Infrastructures development and Technology enhanced      | Availability of Infrastructures developed and Technology improved. | 1. Assess capacity building to the Council staff and community on maintaining infrastructures | 1. Capacity building to the Council staff and community on maintaining infrastructures assessed by June 2026. | Number of communities participated                     | Periodically Internal audit report |
|  |  | 2. Assess the use of council web-based systems  | 2. The use of council web-based systems assessed by June 2026.  | Number of council web based assessed                   | Periodically internal audit report |
| Emergence preparedness and Disaster management enhanced. | Well prepared in emergency and measures to control disaster.       | 1. Assess strength of emergency preparedness at all levels of the council                     | 1. Assess strength of emergency preparedness at all levels of the council                                     | Number of communities involved.                        | Internal audit reports             |
|  |  | 2. Assess awareness to communities on mitigation measures to disasters and calamities.        | 2. Assess awareness to communities on mitigation measures to disasters and calamities.                        | Number of communities participated                     | Internal audit reports             |
| Malt-sectorial nutrition services improved.              | Malt-sectorial nutrition services improved.                        | 1. Assess awareness to council staff on nutrition matters                                     | 1. Awareness to 3197 Council staff on nutrition matters assessed by June 2026.                                | Number of staff participated                           | Internal audit reports             |
|  |  | 2. Provide nutritional food to Audit staff.   | 2. Nutritional food to 3 audit staff provided by June 2026.   | Number of audit staff provided                         | Meeting minutes                    |
|  |  | 3. Create awareness to audit staff on nutrition matters.                                      | 3. Awareness to 3 audit staff on nutrition matters created by June 2026.                                      | Number of audit staff participated                     | Meeting minutes                    |