THE UNITED REPUBLIC OF TANZANIA

PRIME MINISTER'S OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

TARIME DISTRICT COUNCIL

MEDIUM TERM STRATEGIC PLAN

2026/2027 – 2030/31

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EXECUTIVE SUMMARY

The Tarime District Council Strategic Plan (2026/27–2030/31) has been developed in line with the national development agenda, including the Tanzania Development Vision 2050 and the Planning Commission's planning guidelines. The Plan aims to strengthen service delivery, promote inclusive socio-economic development, and enhance institutional performance across all Council sectors.

The district continues to record growth in key sectors such as agriculture, livestock, trade, and community-based enterprises. Despite these achievements, several challenges persist, including inadequate social service infrastructure, shortages of skilled personnel, limited access to quality health services, poor learning environments, low household incomes, youth unemployment, environmental degradation, and the impacts of climate change. These constraints form the basis for the Council's strategic focus over the next five years.

The Strategic Plan prioritizes eight key result areas:

1. Education: Improving teaching and learning environments, strengthening teacher competence, promoting school feeding, reducing dropout rates, and enhancing academic performance.
2. Health, Social Welfare and Nutrition: Expanding health infrastructure, improving staffing levels, strengthening referral systems, reducing maternal and neonatal mortality, addressing malnutrition, and strengthening social welfare services.
3. Agriculture, Livestock and Fisheries: Enhancing productivity through improved inputs, irrigation development, extension services, value addition, and climate-smart initiatives.
4. Local Economic Development and Trade: Strengthening revenue collection, promoting investment, formalizing businesses, developing markets, and improving the business environment.
5. Community Development: Empowering youth, women, and vulnerable groups through soft loans, entrepreneurship development, community mobilization, and nutrition-sensitive interventions.
6. Environment and Disaster Resilience: Strengthening environmental conservation, improving solid waste management, implementing climate

change adaptation measures, and enhancing disaster preparedness at the ward level.

7. Infrastructure Development: Ensuring quality and timely implementation of public infrastructure projects, including schools, health facilities, water systems, and roads.
8. Governance and Institutional Strengthening: Enhancing staff motivation, improving working environments, strengthening planning, budgeting, coordination, monitoring and evaluation, and ensuring good governance and accountability.

The Council has already recorded notable progress in expanding key infrastructure, improving health service delivery, strengthening agricultural support services, promoting business formalization, and enhancing community participation in development. These achievements provide a solid foundation for implementing the new Strategic Plan.

This Plan outlines clear objectives, outcomes, targets, and performance indicators supported by a robust Monitoring and Evaluation framework. Successful implementation will require collaboration among all Council departments, communities, private-sector actors, Civil Society Organizations, and development partners. The Council remains committed to delivering efficient and accountable services that promote sustainable and inclusive development for all residents of Tarime District.

LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AMCOS	Agricultural Marketing Co-operative Society
BEMIS	Basic Education Management Information System
BOQ	Bill of Quantity
BREM	Billing Revenue Expenditure Management System
CBHS	Community Based Health Services
CCM	Chama cha Mapinduzi
CHF	Community Health Insurance Fund
CHF-IMIS	Community Health Fund Insurance Management Information System
CMT	Council Management Team
FBO	Faith Based Organization
FFARS	Facility Financial Accounting and Reporting System
GBV	Gender Based Violence
GoTHOMIS	Government of Tanzania Hospital Management Information System
Ha	Hectare
HIV	Human Immunodeficiency Virus Infection
ICT	Information and Communication Technology
IFA	Iron and Folic Acid
Kg	Kilogram
LGRCIS	Local Government Revenue Collection Information System

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FOREWORD BY COUNCIL CHAIRPERSON

It is with great Honour that I extend my heartfelt gratitude to every community member, development stakeholder, the dedicated Council Technical Team, and all leaders at various levels who actively participated in preparing our Five-Year Council Strategic Plan. Your commitment, insights, and collaboration have been invaluable throughout this process. I am especially grateful to those who played a key role in the successful implementation of our previous five-year plan.

As we embark on this new journey with the Council Strategic Plan (2026/27 – 2030/31), I have full confidence that the same spirit of unity and dedication will continue to guide our efforts. I wish to commend the District Council Management Team for their exceptional coordination of grassroots-level planning activities, which have significantly shaped our collective vision for sustainable development. I also take this opportunity to remind our Honourable Councillors to engage and inspire their communities in implementing this new plan. I encourage every citizen, particularly those who are physically and mentally able, to actively participate in realizing the goals we have set.

Let us, the people of Tarime DC, commit ourselves wholeheartedly to our own development. The winds of progress favour those who work together with determination and shared purpose. Meaningful transformation will arise from our collective effort, guided by collaboration between the Tarime community and our development partners.

It is my sincere hope that our district's leaders, community members, and council staff will continue to embody the spirit of partnership and dedication that will turn this strategic plan into a lasting reality. Together, we can build a brighter and more prosperous future for Tarime District.

Council Chairperson

STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR

The 2026/27–2030/31 Strategic Plan outlines the Tarime District Council's commitment to achieving both national and international development goals. I take this opportunity to extend my heartfelt appreciation to all stakeholders who contributed to the formulation of this important document.

I wish to express my sincere gratitude to the Council Chairperson, Honourable Councillors, Heads of Divisions and Units, and all staff members of the Tarime District Council for their valuable inputs and dedication. I also acknowledge the unwavering support from the District Commissioner, Non-Governmental Organizations (NGOs), and special interest groups who actively participated in the preparation process.

This Strategic Plan clearly articulates the Council's Vision, Mission, Core Values, Strategic Objectives, Targets, Strategies, and Key Performance Indicators (KPIs) for the next five years. It has been designed to ensure the prudent use of available resources with the overarching goal of improving the living standards of our community.

The preparation process was highly participatory, involving various stakeholders at all stages. It takes into account the National Planning Framework, relevant Sectoral Policies, lessons learned from the previous plan, and the Council's current operational environment. Successful implementation of this plan will strengthen service delivery and enhance the overall quality of life for the people of Tarime district council.However, achieving our strategic objectives will require discipline, accountability, and strong commitment from council staff. It also depends on the availability of resources, continued cooperation with stakeholders, and the support of our Honourable Councillors.

I am confident that with the active participation and commitment of all key stakeholders, the Tarime District Council is well-positioned to fulfil its mandate and mission to provide high-quality services through the efficient and effective use of resources for the benefit of our community.

In conclusion, I urge all stakeholders to remain engaged and committed throughout the implementation of this Strategic Plan. Together, we can successfully achieve our Vision, Mission, Strategic Objectives, and Targets, and build a more prosperous future for the people of Tarime.

District Executive Director

CHAPTER ONE

1 INTRODUCTION

1.1 Background

In the early 1990‟s Government adopted the Local Government Reform Programs (LGRP). The intention of the reform was to transfer decision-making power to lower governments. It was during this period that the National Policy of Decentralization by Devolution (D by D) was developed. However, the mobilization processes started in 1999, and one year later, in 2000, implementation began, which gave more impetus to the implementation of the Rural Development Strategy (RDS) in 2001. RDS recognizes that the development of rural areas is a major concern of social and economic development. The National Policy of D by D‟ was essentially founded on four pillars, namely: - Fiscal decentralization; Administrative decentralization, particularly human resource autonomy; Political decentralization and changed central–local relations.

Tarime District Council (TDC) was among the initial 38 Local Government Authorities (LGAs) selected to undergo the reform process and was required to develop a Strategic Plan. With technical support from the Zonal Reform Team (ZRT), Tarime District Council developed its First Strategic Plan (1st SP) 2006/2007 - 2010/2011. The 2nd Strategic Plan was developed and implemented from 2011/12 to 2015/16, followed by the 3rd, which was implemented from 2016/17 to 2020/2021. These successive Plans have provided a guiding direction for the Council's operations, allowing for a structured evaluation of performance against established organizational goals.

Building on the progress of the four previous cycles, First, Second and Third and fourth SPs, this Strategic Plan (5th SP: 2026/2027 – 2030/31) aligns the Council's objectives with several high-level policy frameworks. Specifically, the plan integrates the Sustainable Development Goals (SDGs) 2030, the National Development Vision 2050 the National Five Years Development Plans – FYDP II &III (2016/17 – 2020/21 and 2021/2022 - 2026). Furthermore, it incorporates the directives of the 2025–2030 Party Election Manifesto. The 5th Phase

Government development philosophy “economic development of industrialization" calls for the improvement of the lives of people in rural and urban areas in Mainland Tanzania, of which Tarime District Council is a part of it.

1.2 District Council Profile

1.2.1 Geographical Location and Boundaries

The District Council is situated in the North-West of Tanzania and lies between latitudes 10.00” - 10.45” S and longitudes 33030’ – 350 00’ E, with a total area of 1,404.3 Square Kilometres (km^2). The Council borders Kenya (Trans-Mara and Kurya District) to the North, Serengeti District to the East, Rorya District to the west and Butiama District to the South. About 270 km^2 of its area is covered by Serengeti National Park (Lamai Area).

1.2.2 Geography and Climate

Ecology

Tarime District Council encompasses two ecological zones: highlands and midlands. The district is situated at an altitude ranging from **1,500 to 1,800 meters above sea level**, with temperatures varying between **14°C and 20°C** and an average annual rainfall of **1,000–1,600 mm**. Wind speeds are higher in the highland areas and decrease with lower elevations.

Highland Areas

The highland zones are situated at elevations between **1,500 and 1,800 meters above sea level**, with an average annual rainfall of **1,200–1,600 mm**. These areas include the **Inchage Ward (excluding Kibasuka), the Inchugu Ward, and the Ingwe Ward (excluding Kemambo and Matongo)**.

Midland Areas

The midland zones are located at elevations of **1,300–1,500 meters above sea level**, receiving **900–1,250 mm of rainfall per year**. These areas cover **Inano Ward, Kibasuka Ward (within Inchage), and Kemambo and Matongo Wards (within Ingwe)**.

Soil Types

The soil profile and natural vegetation are largely influenced by sand and alluvial soil. The agro-ecological zones in the highlands are dominated by **fertile clay, sandy, and loamy soils**. The midlands are characterized by **silty and alluvial soils along the Mara River**, while the lowlands mainly consist of **sandy and alluvial soils**.

Agricultural Suitability

The district's two main agro-ecological zones are in the northern highlands and the **southern-western and south-eastern midlands**, which serve as the primary agricultural zones. The highlands are suitable for agriculture, producing both food and cash crops, including **maize, sorghum, millet, bananas, sweet potatoes, Irish potatoes, cassava, beans, onions, and coffee**. The midlands are also suitable for agriculture, with major food crops including **maize, sorghum, sweet potatoes, and Irish potatoes**, and **coffee** as the main cash crop.

1.2.3 Land Area and Administrative Units

Tarime District Council covers an approximate land area of 1,404.3 **square kilometres**. Administratively, the Council is divided into **Divisions, Wards, Villages, and Sub-villages (Vitongoji)** to facilitate effective governance and service delivery at the grassroots level.

The district comprises **four (4) divisions**: **Inchage, Inchugu, Ingwe, and Inano**. These divisions are further subdivided into **wards**, which are in turn made up of **villages and sub-villages**. This administrative structure enables decentralized planning, community participation, and efficient implementation of development programs. The administrative distribution is summarized in Table 1.

Table 1.1: Tarime District Council administrative units

SN	Division	Wards	Number of			
			wards	villages	hamlets	households
1	Ingwe	Gorong'a, Kemambo, Matongo, Nyamwaga, Nyanungu, Itiryo, Nyasincha, Muriba, Nyarukoba and Kwihancha	10	34	145	32,089
2	Inchage	Kibasuka, Nyakonga, Ganyange,Nyarere, and Binagi	5	17	156	35,206
3	Inano	Bumera, Manga, Komaswa, and Kiore	4	13	96	10,922
4	Inchugu	Mwema, Susuni, Sirari, Regicheri, Mbogi, Gwitiryo and Pemba	7	24	103	19,968
Total			**26**	**88**	**500**	**98,185**

Ethnic Groups

Tarime District Council is predominantly inhabited by the **Wanyarimi** (also known as the Kurya), who constitute the majority ethnic group. Other smaller ethnic groups in the district include **Watooro, Wajita, and immigrants from neighbouring regions**. The diverse cultural heritage of these groups influences local traditions, farming practices, and community life.

Population

According to the National Bureau of Statistics (NBS), the population of Tarime District Council as of the 2022 National Census was 404,848, comprising approximately 194,403 *men* and 210,445 women. The detailed population projections by Division are presented in Table 2.

Table 1.2: Population and Housing Census Estimates

SN	Ward	S/No.	Village	Total popn	Male	Female
1	BUMERA	1	Kiterere	1,285	597	688
		2	Kitenga	4,828	2,335	2,493
		3	Kwisarara	3,949	1,851	2,098
		4	Turugeti	3,013	1,393	1,620
				13,075	**6,176**	**6,899**
2	KIORE	1	Nyagisya	3,296	1,535	1,761
		2	Kewamamba	3,836	1,878	1,958
		3	Nkerege	5,133	2,439	2,694
				12,265	**5,852**	**6,413**
3	MANGA	1	Mtana	3,042	1,428	1,614
		2	Kembwi	2,686	1,341	1,345
		3	Bisarwi	5,026	2,393	2,633
				10,754	**5,162**	**5,592**
4	KOMASWA	1	Sombanyasoko	1,443	667	776
		2	Surubu	5,223	2,455	2,768
		3	Nyamerambaro	2,594	1,220	1,374
				9,260	**4,342**	**4,918**
5	NYAMWAGA	1	Kimusi	4,360	2,058	2,302
		2	Gwitare	3,068	1,452	1,616
		3	Keisangora	4,803	2,262	2,541
		4	Komarera	2,768	1,366	1,402
		5	Nyamwaga	6,303	2,980	3,323
				21,302	**10,118**	**11,184**
6	NYANSINCHA	1	Nyantira	5,972	2,786	3,186
		2	Nyansicha	3,679	1,760	1,919
				9,651	**4,546**	**5,105**
7	MURIBA	1	Kobori	2,690	1,253	1,437
		2	Bungurere	3,558	1,693	1,865
		3	Muriba	3,771	1,824	1,947
		4	Tagare	4,559	2,159	2,400
				14,578	**6,929**	**7,649**
8	ITIRYO	1	Itiryo	4,467	2,155	2,312
		2	Nyankoni	3,883	1,850	2,033
		3	Kangariani	4,696	2,223	2,473
				13,046	**6,228**	**6,818**
9	NYANUNGU	1	Nyamombara	4,343	2,093	2,250
		2	Mangucha	4,460	2,141	2,319
		3	Nyandage	4,127	1,894	2,233
		4	Kegonga	3,218	1,525	1,693
				16,148	**7,653**	**8,495**
10	GORONG'A	1	Masurura	6,384	3,003	3,381
		2	Kitawasi	4,513	2,120	2,393

SN	Ward	S/No.	Village	Total popn	Male	Female
		3	Masanga	5,636	2,608	3,028

Source:2022 Population and Housing Census

1.2.4 The District's economic activities

The economy of the TDC is predominantly agricultural, with most residents engaged in crop farming and livestock keeping as their main sources of livelihood. Agriculture accounts for more than 80% of household income and employs a large proportion of the labour force, both directly and indirectly.

Agriculture

The majority of residents in the district engage in farming, with some practicing irrigated agriculture while others rely on rain-fed farming. Key crops grown include cassava, maize, paddy, legumes, sweet potatoes, cashew nuts, coconuts, mangoes, pineapples, sesame, sorghum, sisal, and various vegetables.

Livestock Keeping

The TDC residents also engage in livestock farming, raising cattle, goats, and chickens primarily for commercial purposes.

Trade

Many inhabitants are involved in trading agricultural produce and livestock, supplying both local and regional markets, which contributes significantly to household income and the district economy.

1.2.5 District's Role and Functions

Mandate Functions

Tarime District Council derives its mandate and functions from the Local Government (District Authorities) Act of 1982, described under Article 111 as follows: -

a. To maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction;

b. To promote the social welfare and economic well-being of all persons within its area of jurisdiction; and
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.

Roles and Functions According to the Structure

The core roles and functions of the Tarime District Council, as approved by the Government Instrument, are as follows:

a. To create and maintain a conducive environment that attracts both local and foreign investors to invest within the Council's area of jurisdiction.
b. To strengthen frameworks and systems for enhancing the collection of the Council's own source revenues.
c. To facilitate human resource capacity development and promote a conducive working environment for all employees.
d. To build good governance within communities through ensuring all government statutory meetings are conducted.
e. To improve social and economic services to communities

1.2.6 Administrative Structure of the Council

Structure of the council

The council is the highest decision-making body on all matters pertaining to council affairs. It operates through the full council, which comprises all elected councillors. In line with the governance structure of other LGAs, the Council carries out its functions through five standing committees, namely.

a. Finance and administration committee,
b. Economic affairs, health and education committee,
c. Town planning and environment committee,
d. HIV/AIDS prevention and control committee,
e. Ethical/code of conduct committee.

Management Structure

Management is under the district executive Director who is assisted by Heads of the following divisions:

a. Human Resources Management and Administration,
b. Health, Social Welfare and Nutrition Services
c. Agriculture, Livestock and Fisheries
d. Industry, Trade and Investment
e. Secondary Education
f. Pre and primary Education
g. Community Development
h. Planning and Coordination
i. Land and Natural Resources

In addition to that, the Council has ten units whose heads form part of the Management Committee. These units are:

a. Legal Service,
b. Internal Audit,
c. Information Technology,
d. Procurement Management,
e. Government Communication,
f. Monitoring and Evaluation Unit
g. Natural resources and environmental Conservation,
h. Waste management and sanitation,
i. Finance and Accounts,
j. Sports, Culture and arts

1.2.7 Staffing

The Council currently has 2615 permanent employees to support its functions. However, the approved staff requirement is 4361 employees, resulting in a shortfall of 1746. Some of these staff work at the Head Office, while others are stationed in field offices.

Table 1.3: Staff Available, Deficit and Needed

SN	Division/unit	Number of Staff		
		Required	Available	Shortage
1	Administration and Human Resources Management	188	168	20
2	Planning and Coordination	9	4	5
3	Infrastructure, Rural and Urban Development	10	5	5
4	Finance and Accounts Unit	21	16	5
5	Industry, Trade and Investment	8	3	5
6	Natural Resources and Environment Conservation Unit	26	8	18
7	Agriculture, Livestock and Fisheries	115	67	48
8	Community Development	33	26	7
9	Internal Audit Unit	8	3	5
10	Information and Communication Technology Unit	7	2	5
11	Government Communication Unit	4	1	3
12	Procurement Management Unit	20	8	12
13	Pre-Primary And Primary Education	2,276	1,297	983
14	Secondary Education	900	617	288
15	Legal Services Unit	4	3	1
16	Health, Social Welfare and Nutrition Services	709	375	334
17	Waste Management and Sanitation Unit	8	3	5
18	Sports Culture and Arts Unit	5	3	2
19	Election Unit	4	2	2
20	Monitoring and Evaluation Unit	6	4	2
	Total	**4,361**	**2,615**	**1,746**

1.3 The Purpose of the Plan

This Strategic Plan has been developed to guide the Council's developmental and operational interventions over the next five years, ensuring the effective implementation of its strategic roles and functions. The Plan serves as a management tool to improve institutional performance and service delivery. Furthermore, the preparation of this Strategic Plan seeks to strengthen institutional structures including departments and units by enhancing their accountability and operational efficiency. It also aims to promote transparency and effective communication among management, employees, clients, and other stakeholders. Through this approach, the Council aspires to foster collective responsibility and a shared commitment to delivering quality services in line with its mandated functions.

1.4 Plan Preparation Process

This Strategic Plan was developed in accordance with the National Planning Guidelines and Manual (2025) issued by the National Planning Commission. A participatory approach was employed throughout its preparation, involving close collaboration with TDC's Planning and Coordination Division, Head of Divisions and Units, experienced and competent staff, with additional technical support provided by Mzumbe University.

In addition, the process actively engaged key stakeholders to ensure that their views, needs, and expectations were fully incorporated into the Plan. Adhering to these national guidelines ensured that the Strategic Plan conforms to the requirements and standards of public institution strategic plans.

At the Council level, the preparation process was coordinated by the Planning and Coordination Division, which organized a series of meetings and seminars. These sessions included representatives from divisions and units thereby strengthening ownership and alignment of the Plan with local priorities.

Furthermore, the process involved an extensive review of relevant national policy frameworks, including the Tanzania Development Vision 2050, the ruling party manifesto, and other sectoral and regional policies that provide strategic direction for the Council's development agenda.

1.5 Layout of the Plan

This Strategic Plan comprises four chapters and two annexes, prepared in accordance with the Medium-Term Strategic Plan and Budget Guidelines and Manual issued by the national planning Guideline.

- **Chapter One** presents the Introduction, which covers the background of the Council, the preparation approach, the purpose of the plan, and the overall layout.

- **Chapter Two** provides the Situational Analysis, including the current Vision, Mission, and Core Values as derived from existing plan documents such as the Current Strategic Plan and Organizational Structure. It further reviews relevant information, including institutional performance, service delivery surveys, self-assessments, stakeholders' analysis, SWOC analysis, recent initiatives to enhance performance, and identification of critical issues.
- **Chapter Three** outlines the Strategic Framework, which includes the Vision, Mission, Core Values, Strategic Objectives, their Rationale, Strategies, Targets, and expected outcome.
- **Chapter Four** presents the Implementation, Monitoring, Evaluation, Review Framework and Reporting System of the Strategic Plan
- **An annex** is attached to the Plan, providing details of the information relevant to the implementation and monitoring of the Strategic Plan.

CHAPTER TWO

2 SITUATIONAL ANALYSIS

2.1 Review of the Existing Vision, Mission

2.1.1 Vision

The Council's previous vision was stated as: "**To have a peaceful community with improved livelihood.**"

What is missing according to the new Tanzania Development Vision 2050

While foundational, it does not fully reflect the broader aspirations outlined in the TDV 2050. Specifically, the former vision lacks emphasis on several critical dimensions, as shown in Table 2.1.1:

Table 2.1: Review of existing Vision in line with the TDV 2050

SN	Focal Area	Missing Element in Previous Vision
i	Economic Growth	It focuses narrowly on "livelihoods" rather than the industrial transformation, global competitiveness, and high productivity mandated by TDV 2050.
ii	Social Inclusion Equity &	There is no explicit commitment to social equity, specifically missing targeted empowerment for women, youth, and persons with disabilities (PWDs).
iii	Social Service Standards	The current statement overlooks the national drive for high-quality social services, particularly in modern education, healthcare, and water infrastructure.
iv	Environmental sustainability and climate resilience	It lacks a framework for environmental stewardship and climate resilience, which are now critical pillars for long-term national development.
v	Good governance and rule of law	While "peace" is mentioned, it lacks the specific emphasis on accountability, transparency, and the rule of law central to modern Tanzanian governance.
vi	Modernizatio, innovation, and infrastructure	There is no mention of technological advancement, digital transformation, or the modern infrastructure needed to drive a 21st-century economy.
vii	Human capital development	It fails to prioritize skills acquisition and the development of a highly capable, knowledge-based workforce.

Economic transformation and productivity

Vision 2050 emphasizes a competitive, diversified, and productive economy, not just livelihoods.

Table 2.2: Review of existing Vision in line with the TDV 2050

	Focal Area	Missing Element in Previous Vision
i	Social inclusion and equity	There is no explicit reference to inclusiveness, especially for youth, women, people with Disabilities (PWDs), and vulnerable groups.
ii	Quality social services	Vision 2050 stresses high-quality education, health, water, and social services, which are not mentioned in the existing vision.
iii	Environmental sustainability and climate resilience	Sustainability, natural resource management, and climate resilience are key pillars missing in the existing vision.
iv	Good governance and rule of law	While "peaceful" implies stability, Vision 2050 explicitly promotes good governance, accountability, and participatory leadership.
v	Modernization, innovation, and infrastructure	Vision 2050 focuses on modern infrastructure, technology, and innovation-driven development, which are absent in the existing vision
vi	Human capital development	Skills, knowledge, and a capable workforce are central to Vision 2050 but not reflected

2.1.2 Mission

The previous mission "To provide socio-economic services to its community with improved livelihood through effective and efficient utilization of available resources."

Table 2.3: What is missing according to vision 2050 alignment

Focal Area		Missing Element in Previous Vision
i	Good governance & accountability	Vision 2050 strongly emphasizes transparency, accountability, and participatory governance, which are not explicit here.
ii	Inclusivity and equity	Vision 2050 highlights leaving no one behind (youth, women, PWDs, vulnerable groups). This is not mentioned.
iii	Sustainability &	Environmental sustainability, climate resilience,

Focal Area		Missing Element in Previous Vision
	resilience	and long-term development are key pillars of Vision 2050 but are absent.
iv	Innovation and modernization	Vision 2050 stresses innovation, technology, and modern service delivery systems.
v	Quality of services (not just provision)	You mention provision and efficiency, but quality, accessibility, and effectiveness should be explicit.

The new proposed mission statement in alignment with vision 2050

"To promote inclusive and sustainable socio-economic development by delivering quality services through transparent, accountable, and efficient use of resources."

2.2 International Policy Context

The development priorities of Tarime District Council are aligned with relevant international policies and frameworks that promote sustainable development, social inclusion, and good governance. Key among these is the United Nations Sustainable Development Goals (SDGs) 2030**,** particularly goals related to poverty reduction (SDG 1), gender equality (SDG 5), decent work and economic growth (SDG 8), reduced inequalities (SDG 10), and strong institutions (SDG 16).

Table 2.4: How previous Tarime DC align with Sustainable Development Goals

No	Sustainable Development Goals (MDGs).	How Tarime District council previous strategic plan aligned with MDG
1	Poverty & Hunger	Provided training in modern farming techniques, irrigation, and climate-smart agriculture. Subsidize seeds, fertilizers, and tools to increase productivity. Promoted farmers to join cooperatives association. Provide small loans to women and youth and people with disabilities for income-generating activities. Offered employment through infrastructure projects like road building and sanitation. Through TASAF program, Cash transfers or food vouchers for widows, orphans, and the elderly.
2	Education	Built more schools, classrooms, libraries, and laboratories, especially in rural wards, to improve learning environments. Expanded access to primary schools, reduce dropout rates, and ensure every child completes basic

No	Sustainable Development Goals (MDGs).	How Tarime District council previous strategic plan aligned with MDG
		education
3	Child & Maternal Health	Promoted breastfeeding, provide micronutrient supplements, and integrate nutrition education into schools and clinics. Expanded antenatal care, skilled birth attendance, and emergency obstetric services at Tarime District Hospital and rural health centers. Scaled up immunization campaigns, nutrition programs, and early childhood care to reduce infant and under-five mortality. Offered family planning services and awareness campaigns to reduce teenage pregnancies and improve maternal outcomes.
4	Environmental Sustainability	Established community-led waste collection, recycling programs, and proper disposal systems to reduce pollution. Run environmental education campaigns in schools and villages to promote conservation and sustainable practices Launched tree-planting campaigns to combat deforestation, improve soil fertility, and mitigate climate change. Encouraged climate-smart farming practices, organic fertilizers, and crop diversification to protect ecosystems.
5	Combat HIV/AIDS, malaria, and other diseases	Communities on prevention, stigma reduction, and safe practices. Expanded voluntary testing centers and mobile clinics. Ensured antiretroviral therapy (ART) is widely available at Tarime District Hospital and rural health facilities

2.3 National Frameworks for the Plan

The implementation of the previous Strategic Plan supported and contributed to the national development agenda by aligning institutional mandates with key national and regional frameworks. These include the Tanzania Development Vision 2025, the Fourth Five-Year Development Plan (FYDP IV), the Ruling Party Election Manifesto (2025), and relevant sector policies and strategies.

The Tarime District Council should concentrate on its core functions and define measurable contributions toward the country’s long-term development aspirations. In doing so, the Sector will also respond to regional and global development commitments — notably the Sustainable Development Goals (2030), the African Union Agenda 2063, and the SADC Vision 2050 — all of which are mainstreamed into the national five-year planning framework.

2.3.1 Tanzania Development Vision 2025

Tanzania’s development vision aims at transforming Tanzania into a high-middle-income economy, through accelerated and sustained economic growth. The vision emphasizes building a strong, inclusive, competitive, and resilient economy, alongside improving human well-being and social development. It also stresses the importance of environmental sustainability, climate resilience, digital transformation and innovation, good governance, equity, and inclusive participation. Furthermore, the vision underscores the need of improving the investment climate & expanding socil and economic opportunities for all citizens.

Table 2.5: Key Findings in Vision 2025 relevant to Tarime District

No	Key findings in vision 2025	Relevance to Tarime District
1	Agricultural Transformation & Food Security	Vision 2025 emphasizes transforming agriculture beyond subsistence, improving productivity, commercialization, and the development of “food baskets” in fertile regions/Districts. Tarime is often mentioned in that context as having potential to be a major agricultural hub due to its favourable climate and soil.
		There is a demand from citizens (including those in Tarime) for better agricultural support (access to inputs, markets, irrigation) as part of priorities under Vision 2025
2	Investment & Job Creation	Tarime is among the leading districts in registering investment projects that contribute to jobs. The major drivers for these investments are agriculture, industry, tourism, and transportation sectors.

No	Key findings in vision 2025	Relevance to Tarime District
		Vision 2025's strategic targets include making Tanzania one of the top investment destinations, which offers Tarime DC both opportunities and responsibilities to enhance investor-friendly conditions, including improvements in infrastructure, regulatory framework, and service delivery.
3	Infrastructure & Connectivity	Vision 2025 includes goals for improving infrastructure, including roads, water supply, and transportation networks. Tarime's rural areas have been affected by poor roads, which limit access to markets and services
		Vision 2025's strategic targets include making Tanzania one of the top investment destinations, which offers Tarime DC both opportunities and responsibilities to improve investor-friendly conditions, including improvements in infrastructure, regulation framework, and service delivery.
4	Climate, Environment, Conservation	Vision 2025 underscores the importance of environmental sustainability, natural resources conservation, climate change management, improved land use management, and forests protection. Given the existence of the forested/conserved areas (Tarime Hills and Nkongore Mountain reserves and others), these priorities are directly relevant. Efforts to reduce deforestation, soil erosion, and protect catchment areas fit into Vision 2025 priorities
5	Service Delivery & Satisfaction Gaps	Surveys like Sauti za Wananchi indicate that many citizens prioritize economic growth and agricultural transformation, but a significant portion remain dissatisfied with public services. Tarime DC citizens are likely part of this trend. Vision 2025 is pushing for improved public services (education, health, water, electricity) to meet rising expectations.
6	Urbanization, Demographics, and Resource Pressure	Over half the population is projected to live in urban areas by 2025, increasing demand for infrastructure, services, housing, and employment. For Tarime DC (with rural and mountainous areas), this sets dual challenges: ensuring rural inclusion while managing urban/rural migration and service expansion.
		Climate variability and dependency on rain-fed agriculture remain vulnerabilities, especially for districts with mountainous zones or semi-arid parts. Vision 2050 supports scaling up irrigation, adaptation strategies, and resilience building.

2.3.2 Ruling Party Manifesto for General Election of Year 2020

Table 2.6: Key CCM 2020-2025 Aspirations Relevant to Tarime District

No	Aspiration/Pledge	Tarime DC Strategic plan alignment action
1	Restore Tarime as an industrial hub	This is a direct commitment that supports the district's goal of promoting industrial development by investing in infrastructure and value addition to increase job creation.
2	Resolve land disputes, especially between farmers and pastoralists	Coexistence of pastoralist and farming communities in Tarime District; Conflicts over grazing land are a critical local challenge. This pledge helps to improve peace, secure land tenure, and enhance agricultural productivity
3	Improve access to clean water and essential services	Many wards, especially remote ones in Tarime, suffer from poor water supply. This commitment aligns with Tarime DC's priority to addressing critical shortages in clean water and healthcare, particularly within Tarime's remote and underserved wards.
4	Expand irrigation infrastructure	The expansion of irrigation systems supports Tarime DC's efforts to enhance agricultural productivity, ensuring local priorities for food security are met.
5	Provision of agricultural inputs and mechanization (tractors, improved seeds, subsidies)	Helps farmers in Tarime to improve productivity, reduce cost of production, and move from subsistence to cash crop / surplus production
6	Strengthening livestock sector (expand grazing land, better extension services)	Particularly relevant in the livestock-keeping communities in Tarime; It enhances animal health, productivity, and sustainable grazing management while reducing conflict over grazing
7	Water infrastructure: "National Water Grid", increase access to clean water to over 90-95%	This initiative would benefit water scarce areas of Tarime by reducing reliance on unsafe or seasonal water sources.
8	Improvement of transport infrastructure & feeder roads year-round accessible	Given Tarime's geography with mountainous and remote wards, feeder roads & bridges are essential to improve access to markets, education, health and reduce isolation

No	Aspiration/Pledge	Tarime DC Strategic plan alignment action
9	Use of modern technology / AI in agriculture / research / value chains	Integrating AI, modern research, and improved labs can enhance productivity in key crops grown like rice and vegetables, improve extension services, and support data-driven planning, including weather forecasting.
10	Strengthening revenue collection & ensuring government borrowing is productive	For Tarime DC, this translates into Optimizing local revenue collection and more effective use of financial resources to fund essential district development projects and service delivery.

2.3.3 Tanzania's Fourth Five-Year Development Plan (FYDP III)

Tarime District Council has been implementing the third Five-Year Development Plan (FYDP III) to improve people's well-being, namely through industrialization, human development, and improved implementation effectiveness. In the future, we envisage the fourth Phase Five-Year Development Plan (FYDP IV) to guide the Plans and its Implementation as analysed hereunder.

Table 2.7: Fourth-year development plan III Goals

No	FYDP GOALS	Previous Tarime DC Strategic plan alignment action
1	**Economic Transformation & Resilience:** FYDP IV will steer Tanzania toward a diversified, resilient, inclusive, and competitive.	Promoted agriculture commercialization, value-addition, and modernization (including irrigation, mechanization). Strengthened infrastructure (roads, bridges, ICT) especially in remote/mountainous areas to improve connectivity.
2	**High Quality of Life & Well-being for All Citizens:** Ensuring citizens enjoy improvements in welfare, social services, health, education, and overall living standards	Improved social services delivery (education, health, water) in marginalized wards
3	**Sustainable Environment & Climate Resilience:** Emphasizing environmental protection, climate resilience, sustainable resource management.	Built climate-resilient practices (soil conservation, forest protection, watershed management).
4	**Digital Empowerment & Innovation:** Promoting digital technology,	Increased digital inclusion: ICT in education and administration.

No	FYDP GOALS	Previous Tarime DC Strategic plan alignment action
	innovation, and productivity to enhance competitiveness both domestically and globally.	

2.3.4 National Anti-Corruption Strategy and Action Plan Phase Four (2023-2030).

The overall aim of the National Anti-Corruption Strategy is to build systems of integrity, improve transparency and accountability across public and non-state actors, strengthen service delivery at all levels of government (including Local Government Authorities), and promote zero tolerance for corruption.

Table 2.8: National Anti-Corruption Strategy and Action Plan Phase Four Objectives

No	NACSAP IV Objective	Relevant Tarime DC Objective	Previous Tarime DC Strategic plan alignment action
1	Promote integrity and accountability in public institutions	Strengthen good governance and ethical leadership	Established Integrity Committees and ethics training programs
2	Improve transparency and reduce opportunities for corruption	Enhance revenue collection and financial management systems	Automated revenue systems, publish financial reports, and enforce procurement transparency.
3	Strengthen institutional capacity and coordination	Improve staff skills and service delivery efficiency	Integrated anti-corruption capacity building into HRD plans.
4	Promote citizen participation and access to information	Improve participatory planning and monitoring	Used ward and village committees for public expenditure tracking and feedback

2.3.5 Implementation Strategy for the National PPP Policy (2009) for the period 2025/26 – 2029/30

The 2009 PPP Policy is still formally in force, but it is accompanied by an implementation strategy for 2021/22-2025/26 that aims to operationalize the policy more effectively within current national planning. The following table shows how the National PPP Policy aligns with the council SP.

Table 2.9: national PPP Strategy objective alignment with the Previous SP

no	National PPP Strategy Objective	Previous Tarime DC STRATEGIC PLAN alignment Action
1	Strengthen institutional and human capacity for PPP coordination	Strengthened or designate a PPP Coordination Desk under the council Investment, trade and Industries division. • Capacity-building training for staff on PPP identification, procurement, and contract management.
2	Mainstream PPPs into local planning and budgeting processes	Integrated PPP project concepts in the Council's Annual Development Plan (ADP) and Five-Year Strategic Plan • Included PPP opportunities in infrastructure, health, education, agriculture, and markets.
3	Promote private sector participation in local development	Prepared investment profiles for potential PPP projects in areas like industries
4	Build public awareness and ownership of PPP initiatives	Conducted community sensitization on the benefits and obligations of PPP projects. • Engage councillors and community leaders in all PPP feasibility consultations.

2.3.6 Community Development Policy of 1996

The Community Development Policy of 1996 was designed to empower communities to identify, plan, implement, and sustain their own development initiatives. It emphasizes *people-centred development*, *self-reliance*, *participation*, and *gender equity* as key foundations for national development.

Table 2.10: Community development policy objectives alignment with the previous SP

No	Community Development Policy Objective (1996)	Tarime DC Strategic plan alignment Action
1	To enhance community participation in identifying and implementing development priorities.	The council applied a participatory planning approach, engaging ward and village committees, civil society, and development partners in setting and executing strategic priorities.
2	To promote self-help initiatives and local resource mobilization.	The Council promoted community contribution to school and health infrastructure, supports community-based environmental projects, and strengthens

No	Community Development Policy Objective (1996)	Tarime DC Strategic plan alignment Action
		local revenue sources.
3	To build community capacity through education, training, and awareness programs.	The council implemented adult education, vocational trainings, and livelihood improvement programs through the Community Development Department and NGOs.
4	To promote gender equality and the involvement of women and youth in development activities.	The Strategic Plan mainstreamed gender in all sectors, supports youth and women's economic empowerment, and integrates gender-responsive budgeting.
5	To strengthen institutional frameworks for community development at local levels	The Plan emphasized strengthening ward and village governance structures, community development officers, and collaboration with community-based organizations (CBOs).
6	To ensure coordination among different stakeholders for sustainable development.	The Council promoted multi-stakeholder partnerships, including government, private sector, and NGOs, especially in health, education, and environmental management.

2.3.7 Education and Training Policy, 2014 (2023 Edition).

It was approved by the Cabinet in October 2023 and partially implemented starting in January 2024. The policy includes expanded compulsory education, changes to structure and curriculum to include more practical, vocational and skills-based education.

Table 2.11: Education and training objectives alignment with the current SP

No	National Policy Objective	Previous Tarime DC Strategic plan alignment Action
1	To expand and improve access to quality and equitable education and training for all children, youth, and adults.	The plan prioritized construction of classrooms, teachers' houses, laboratories, and hostels, along with provision of school meals to improve attendance and reduce dropouts.
2	To extend compulsory basic education from 10 to 12 years, ensuring completion of lower secondary education.	The Plan supported increase enrolment, retention, and completion rates, focusing on sensitizing parents and communities to value education and prevent early marriages or dropouts.

No	National Policy Objective	Previous Tarime DC Strategic plan alignment Action
3	To promote competency-based learning and integration of vocational and digital skills at all levels.	The plan promoted ICT integration in schools (e.g., installation of ICT systems in six primary schools) and vocational learning initiatives aligned with market needs.
4	To enhance teacher capacity through training, motivation, and professional development.	The Plan addressed teacher shortages, encourages training and continuous professional development, and proposes incentives for teachers in remote areas.
5	To improve education management, governance, and accountability at all levels.	The Council strengthened school management committees, promoted participatory planning, and enhanced monitoring and supervision through education officers and digital data systems.
6	To promote inclusive education and learning for marginalized and special-needs groups.	The Plan integrated gender equity, child protection, and inclusion programs, ensuring equal learning opportunities for all children, including those with disabilities.

2.3.8 Tanzania Livestock Master Plan (TLMP, launched 2019)

This is a five-year plan to guide investments in livestock value chains (dairy, red meat, poultry, pork), and addresses productivity, genetics, health, feed, water etc.

Table 2.12: Tanzania livestock Master plan strategic focus alignment with the current SP

No	TLMP Strategic Focus	Previous Tarime DC Strategic plan alignment Action
1	Increase livestock productivity (through improved breeds, feed, and management)	The plan promoted improved livestock husbandry practices, use of improved breeds, and training of livestock keepers to enhance productivity and income
2	Enhance animal health and disease control systems	The plan plans strengthened veterinary services, increase vaccination coverage, and control zoonotic diseases through extension workers and veterinary infrastructure.

No	TLMP Strategic Focus	Previous Tarime DC Strategic plan alignment Action
3	Improve market access and livestock value chains (meat, milk, poultry, hides, etc.)	The plan included linking livestock keepers to markets, encouraging cooperatives and processing facilities, and infrastructure development (roads, collection centres).
4	Promote sustainable feed and pasture management	The plan supported pasture development, range management, and protection of grazing land from encroachment and degradation.
5	Empower women and youth in livestock enterprises	The plan integrated gender and youth empowerment programs within livestock and agribusiness interventions, including training and financial access initiatives.
6	Strengthen livestock sector governance and coordination	The plan ensured coordination with district, regional and national livestock authorities, capacity building of staff, and community participation.

2.3.9 National Environmental Policy (2021)

The National Environmental Policy outlines Tanzania's vision, objectives, principles, and strategies for environmental management. The first NEP was adopted in 1997. The current NEP (2021) updates and replaces it to address emerging environmental issues such as climate change, urbanization, waste management, and sustainable resource use.

Table 2.13: National environment policy priority alignment with the current SP

No	NEP 2021 Priority / Provisions	Previous Tarime DC Strategic plan alignment Action
1	Climate Change Mitigation and Adaptation	The plan included specific strategies for climate-smart agriculture, soil erosion control (especially in mountainous zones), flood/drought preparedness, watershed protection.
2	Environmental Governance & Enforcement	The plan Strengthened local environmental by-laws; ensure staff in environmental units are trained; enforce laws on pollution, misuse of water sources, deforestation; build capacity in NEMC/NEMA relations.

No	NEP 2021 Priority / Provisions	Previous Tarime DC Strategic plan alignment Action
3	Biodiversity, Forest & Ecosystem Conservation	The plan Expanded reforestation, wildlife conservation programmes; protect catchment areas; ensure sustainable use of forest reserves.
4	Pollution Control & E-Waste Management	The plan ensured health and safety standards; education and public awareness campaigns.
5	Financing & Resource Mobilization	The plan emphasized on Budget allocations for environment activities in the district
6	Gender Inclusion in Environmental Management	The plan ensured women, youth, marginalized groups are included in planning, implementation, and benefit sharing of environmental programmes.

2.3.10 Long-Term Perspective Plan (LTPP)

The Long-Term Perspective Plan (LTPP) is a national development framework that outlines Tanzania's long-term vision for socio-economic transformation. It provides strategic direction for achieving sustained economic growth, structural transformation, improved human capital, modernized infrastructure, good governance, and environmental sustainability. The LTPP guides medium-term and local-level planning by setting long-term priorities that ensure coordinated development across all sectors. It serves as the foundation upon which Five-Year Development Plans (FYDPs) and Local Government Authority (LGA) strategic plans, including that of Tarime District Council, are aligned to support national development aspirations.

Table 2.14: long term perspective plan 2011/12 to 2025/26 alignment with the previous council strategic plan

No	LTPP Priority Area	Corresponding Strategic Alignment in previous Tarime DC Strategic Plan
1	Economic Transformation & Structural Change	- Modernization of agriculture and livestock production. - Promotion of agro-processing and value addition - Establishment of serviced industrial and commercial zones. - Formalization of businesses and improvement of local trade systems. - Strengthening cooperative societies and market linkages.

No	LTPP Priority Area	Corresponding Strategic Alignment in previous Tarime DC Strategic Plan
2	Human Capital Development	- Improved learning and teaching environment - Teacher capacity development - Expanded of health infrastructure and staffing - Strengthened nutrition services and social welfare programs. - Youth and women empowerment through soft loans and entrepreneurship support
3	Infrastructure Development	- Construction and rehabilitation of classrooms, health facilities, water systems, and roads - Ensuring quality and standards in all public works - Enhancing ICT, administrative systems, and digital records management
4	Good Governance, Accountability & Institutional Strengthening	- Improved planning, budgeting, reporting, and M&E systems - Enhanced staff motivation and working environment. - Strengthened community participation in development planning. - Promoted transparency, accountability, and effective service delivery
5	Environmental Sustainability & Climate Resilience	- Strengthened solid waste management systems - Promoted environmental conservation and tree planting. - Implemented climate change adaptation initiatives. - Established ward-level disaster management plans and early warning systems
6	Social Inclusion & Poverty Reduction	- Strategies to reduce maternal, neonatal, and child mortality. - Support services for elderly, people with disabilities, and vulnerable households - Community-based nutrition and protection interventions - Promotion of income-generating activities for low-income groups

2.4 Performance Reviews (Achievements, failures and the way forward for each Objective for the past Strategic Plan)

2.4.1 Objective A: Services improved, and HIV/AIDS infections reduced

Improving the quality and accessibility of health and social services is critical to reducing the incidence and impact of HIV/AIDS in the community. By strengthening healthcare delivery, expanding preventive interventions, and promoting awareness, the district can lower new HIV infections, enhance early diagnosis and treatment, and improve the overall wellbeing of affected populations. This objective aligns with Tanzania's Vision 2025**,** which emphasizes a healthy, well-educated population as a foundation for socio-economic development, reduced disease burden, and enhanced productivity.

Table 2.15: Objective A - Services improved, and HIV/AIDS infections reduced.

Sector/ division	Achievements	Challenges	Proposed way forward
Administration/Human resources	-The Council successfully conducted annual HIV/AIDS awareness campaigns aimed at reducing new infections, promoting testing, and encouraging behavioural change among community members and employees -The Council provided special allowances and nutritional supplements to identified HIV/AIDS patients to improve their health and treatment adherence	-Limited community engagement and ownership in HIV/AIDS interventions reduced the impact of awareness campaigns. - Persistent stigma and discrimination discouraged individuals from disclosing their HIV status or seeking testing and treatment services. - Limited community engagement and ownership in HIV/AIDS interventions reduced the impact of awareness campaigns. - Inconsistent supply and distribution of condoms affected accessibility in remote areas. - Insufficient budget allocation for nutritional support and special allowances for people living with HIV/AIDS.	To enhance resource mobilization through collaboration with government agencies, NGOs, and development partners to support sustained HIV/AIDS prevention and awareness activities. -To intensify community sensitization campaigns aimed at eliminating stigma and discrimination against people living with HIV/AIDS. -To strengthen coordination with health facilities and community-based organizations to ensure consistent access to HIV testing, treatment, and care services. -To improve the distribution and availability of free condoms across
Health Sector	The HIV infection rate decreased from 3.4**% to 2.7%**, reflecting the success of continued awareness campaigns, voluntary testing and counseling services, and increased access to antiretroviral therapy (ART) across the district.		

Sector/ division	Achievements	Challenges	Proposed way forward
			all administrative levels to promote safer sexual practices. -To allocate and advocate for increased funding to provide adequate nutritional and financial support to HIV/AIDS patients

2.4.2 Objective B: National Anti-Corruption Strategy Enhanced and Sustained.

Objective rationale

Corruption undermines service delivery, economic growth, and public trust in government institutions. Enhancing and sustaining the National Anti-Corruption Strategy is essential for promoting transparency, accountability, and integrity in public service. Effective implementation of anti-corruption measures strengthens governance systems, ensures efficient use of public resources, and improves the quality of socio-economic services. This objective aligns with **Tanzania Vision 2025**, which emphasizes good governance, rule of law, ethical leadership, and accountability as foundations for sustainable development and national prosperity.

Table 2.16: Objective B - National Anti-Corruption Strategy Enhanced and Sustained.

Sector/division	Achievements	Challenges	Way forward
Administration and Human resource	The Council expanded awareness campaigns on corruption prevention and staff ethics from to 75% wards to, enhancing integrity and accountability among employees and community members -The Council strengthened the Ethics Committee to	Limited financial resources hindered the effective implementation of anti-corruption awareness campaigns across all wards.	Collaborate with government agencies, development partners, and anti-corruption institutions to mobilize adequate financial

Sector/division	Achievements	Challenges	Way forward
	oversee staff conduct, promote integrity, and ensure adherence to public service regulations. -Comment boxes were established at the Council headquarters, ward, and village levels as a formal mechanism for collecting, managing, and resolving stakeholders' complaints, thereby strengthening transparency and accountability.		resources for the effective implementation of anti-corruption awareness campaigns.

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

Tanzania's Development Vision 2025 emphasizes the creation of a knowledgeable, healthy and inclusive society, supported by quality social services. Similarly, The Five-Year Development Plan IV focuses on accelerating human capital development, enhancing service delivery, and reducing inequalities. In recognition of the strategic role of Local Government Authorities (LGAs)

Table 2.17: Objective C - Access to Quality and Equitable Social Services Delivery Improved

Sector/ division	Achievements	Challenges	Proposed way forward
Pre and Primary	i. Standard Seven national examination results improved remarkably, with the pass rate rising from 75% to 90% by mid-2024, thanks to enhanced teaching methods, targeted remedial classes, and regular academic monitoring. ii. Girls' completion rates in primary education increased from 64% to 73.5%	i. Limited financial resources hampering full implementation of planned activities ii. Persistent classroom shortages resulting in overcrowded learning environments iii. Socio-cultural practices, early marriages, and	-The council should continue to collaborate with education stakeholders and development partners in constructing and improving school infrastructure to address the existing shortage of classrooms, teachers' houses,

Sector/ division	Achievements	Challenges	Proposed way forward
	iii. School feeding coverage expanded rapidly from only 12 schools to 120 schools iv. Access to early childhood education grew substantially as the total number of government and private pre-primary schools rose from 101 to 161, driven v. Digital learning was successfully rolled out in five (5) primary schools equipping classrooms with ICT tools, training teachers in digital pedagogy, and making lessons more interactive and engaging.	teenage pregnancies that continue to drive girls out of school iv. Insufficient community awareness regarding the value of education, particularly for girls and pre-primary children v. Acute shortage of trained pre-primary and primary teachers vi. Inconsistent funding for sustaining and scaling up school feeding programs vii. Inadequate and irregular delivery of food items to remote schools due to poor infrastructure	and other essential facilities -The community and parents should be encouraged to provide school meals for their children in order to reduce dropout rates and improve learners' concentration, attendance, and overall academic performance. -The council should continue engaging voluntary teachers in schools experiencing acute teacher shortages and ensure the provision of adequate allowances and support to motivate and retain them in the teaching profession. -The council should develop and provide incentives to encourage teachers to remain in remote areas. Such incentives may include the construction of teachers' houses, improvement of access roads and bridges where necessary, and other supportive measures aimed at

Sector/ division	Achievements	Challenges	Proposed way forward
			enhancing teachers' welfare and retention. -In areas where teachers and pupils walk long distances to and from school due to geographical challenges, -The council in collaboration with the community should establish satellite schools to reduce travel distances and enhance access to education.
Agriculture	i. Crops Ware houses increased from **28** to **29** ii. Number of agriculture Extension officers increased from 28 to 46 iii. Farmers equipped with relevant skills in agronomic practices for both commercial and food crop production rose from 12,830 to 26,649 iv. Paddy productivity improved from 2.3 tons/Ha to 3.2 tons/Ha in rain-fed farms, v. The area under horticultural crops and	i. The sector continues to face challenges related to unstable market prices for agricultural products. These price fluctuations have reduced profitability and discouraged some farmers from expanding or maintaining production levels ii. Inadequate allocation of financial resources for agricultural promotion activities within the district has limited the	i. To collaborate with development partners and key stakeholders, including the Ministry of Agriculture, in the construction of irrigation schemes to reduce reliance on rain-fed farming. ii. To strengthen agricultural input subsidy system to facilitate farmers' access to seeds, fertilizer and mechanization. iii. To formulate

Sector/ division	Achievements	Challenges	Proposed way forward
	spices expanded from 620 Ha to 1,440 Ha, vi. The council distributed 1,360 tons of sunflower seeds free of charge to farmers to promote 2,522 tons of production and improve household income. vii. The establishment of Agricultural Marketing Cooperative Societies (AMCOS) was promoted, increasing their number from 12 to17, while Savings and Credit Cooperative Societies (SACCOS) increasing from 3 to 5 viii. Through sensitization campaigns, farmers were encouraged to join cooperative societies, leading to an increase in membership to 832 for AMCOS and 424 for SACCOS. ix. A total of 15,353 farmers were registered in the government's subsidy system to access maize seed and fertilizer, x. Agricultural extension	implementation of planned interventions and support programs for farmers. iii. Heavy reliance on rain-fed farming instead of irrigation. iv. Inadequate access to improved seeds, fertilizers, and mechanization. v. Limited access to credit facilities among farmers, particularly smallholder farmers.	policy that facilitate farmers' access to agricultural loans.

Sector/ division	Achievements	Challenges	Proposed way forward
	staff provided with motorcycles increased from 12 To 46 xi. The council promoted farming by freely distributing 230,000 of improved coffee seedlings to farmers.		
Livestock	i. Livestock keepers trained on knowledge and skills for profitable animal management increased from 187to 322 significantly enhancing capacity in modern livestock production, productivity, and business-oriented farming practices. ii. Cattle troughs increased from 14 to 19, improving access to clean and reliable water sources for livestock across the council. iii. Livestock cattle dip tanks increased to 22, contributing to improved livestock health through effective control of tick-borne diseases iv. Operational livestock charcoal dams increased from 14 to 19 in livestock-keeping villages. This improvement has enhanced water availability for livestock, particularly during dry	i. Limited knowledge among livestock keepers on pasture production and management practices continues to hinder the availability of adequate and quality feed for livestock. ii. Limited financial support has constrained the strengthening of livestock extension services, affecting the provision of regular technical assistance and follow-up to livestock keepers. iii. Continued reliance on local livestock breeds with low productivity. iv. Inadequate number of livestock personnel at ward level, resulting in limited coverage and delivery of livestock extension services in some areas v. Prevalence of	i. Strengthen training programs for livestock keepers on modern pasture production and management techniques to improve feed availability and quality. ii. Advocate for increased financial allocation and mobilize resources from development partners to enhance livestock extension services. iii. Provide adequate working tools and equipment, including extension kits, to improve the efficiency of field officers.

Sector/ division	Achievements	Challenges	Proposed way forward
	seasons. v. Livestock vaccinated increased from 37449.to 278,101, reflecting enhanced efforts in disease control and livestock health management across the council. (Poultry 224729, Cattle 34412, Goat 11742 and Sheep's 7218) vi. Primary livestock market increased from 11 to 12 vii. Livestock extension officers trained increased from 1 to 4, strengthening the council's technical capacity to provide advisory services and improve livestock production and management. viii. One (1) milk collection center was established to enhance milk handling, storage, and marketing for local livestock keepers. ix. Six (6) livestock extension officers were provided with motorcycles to facilitate effective field supervision, improve service delivery, and enhance livestock management activities across the council.	livestock diseases. vi. Competition for land use from other economic and social sectors vii. Encroachment/Repurposing of areas designated for livestock services viii. Inadequate working tools and equipment, such as extension service kits, have limited the effectiveness and efficiency of livestock officers in delivering quality advisory and veterinary service	iv. Enforce and update land use plans to clearly demarcate grazing and farming areas, thereby minimizing conflicts between farmers and pastoralists. v. Strengthen data collection systems through regular livestock census exercises and the use of digital tools to improve the accuracy of livestock records. vi. Enhance community awareness and stakeholder engagement on peaceful coexistence, land management, and sustainable livestock practices. vii. Strengthen veterinary health services and expand vaccination programs to effectively

Sector/ division	Achievements	Challenges	Proposed way forward
			control livestock diseases and improve overall animal health and productivity.
Fisheries	i. Fish harvests increased from 0.16 tons to 0.67 tons ii. Community participation in fish farming rose from 23 to 43 individuals iii. Fish farmers capable of producing quality fingerlings increased from 0 to 1 iv. Number of fish ponds rose from 41 to 62	i. Low public response to modern and productive fish farming practices. ii. Limited budget to support outreach and awareness campaigns on modern fish farming. iii. Lack of joint training sessions for farmers to share experiences and success stories. iv. Insufficient number of fisheries experts, with only 3 out of the 16 required. v. Limited availability of essential tools, particularly motorcycles and fisheries extension kits. vi. Inadequate supply of fish feeds vii. Inadequate supply of quality fish fingerings **viii.** Insufficient supply of high-quality fresh water.	i. Capacitation of new Aquaculture technology to fish farmers ii. Provision of fishing gears to Fisheries iii. Recruitment of fishing extension agents up to ward level iv. Enough budget to support Aquaculture
Secondary education			

Sector/ division	Achievements	Challenges	Proposed way forward
Heath sector	i. Maternal mortality decreased significantly from 6 to 4 deaths **ii.** The neonatal mortality rate decreased significantly from 62 deaths **to** 43 deaths per 1,000 live births**.** iii. Immunization coverage increased remarkably from **81% to 96%**. iv. Three (3) Dental departments established enhancing access to oral health services within the district. v. The Tuberculosis notification rate increased from **11% to 39%**, indicating improved case detection, enhanced community awareness, and strengthened collaboration between health facilities and community health workers in identifying and reporting TB cases. vi. Medical staff increased from 226 **to 388**, which has strengthened the delivery of health services across health facilities in the district. vii. Malaria prevalence rate decreased from 34% to 25% viii. Non-Communicable Diseases (diabetes & hypertension) prevalence rate increased from 2% to	i. Shortage of qualified medical staff available 388 out of 792 needed ii. Inadequate medicines, medical supplies and equipment iii. Inadequate funds for regular supervision iv. Irregular supply of vaccines and essential drugs affects service delivery.	i. Engagement of temporary staff to reduce workload and enhance operational efficiency. ii. Ensuring timely procurement of medicines and utilizing internal collection mechanisms for medicine acquisition iii. Assessing the risks of ad hoc activities prior to implementation to ensure adherence to the planned budget.

Sector/ division	Achievements	Challenges	Proposed way forward
	11% ix. Availability of essential medicine increased from 70% to 82% x. One (1) Emergency and critical services department established		
Sports, culture and arts	i. Eight (8) entertainment halls registered ii. Facilitation of registration of two sports associations namely TAFA and TAVA iii. Tarime DC actively participated in UMITASHUMTA, UMISSETA, and FEASSA competitions, achieving top rankings, winning several trophies, and producing many pupils selected for regional and national teams from 2022 to 2025. iv. Sports talent development among pupils and students strengthened, resulting in the enrollment of ten (10) learners at the TFF Sports Centre, Tanga City Council. v. Revenue generated	i. In adequate budget for the implementation of activities. ii. Delays in the disbursement of funds have hindered the effective implementation of sports and culture activities iii. Persistent land-use conflicts have hindered timely project implementation in the community, notably the Matongo Ward land dispute, which resulted in the postponement of the BARRICK-supported modern football playground project. iv. Absence of dedicated transport for sports, arts, cultural and recreational activities e.g. a bus for staff,	**i.** Find other sources of funds e.g. Stakeholders, NGO's **ii.** Adhere to the working guidelines, directives, rules and procedures **iii.** Advise the decision-making body in management to release funds on time **iv.** Un surveyed areas to be surveyed **v.** Procurement of a Tata mini-bus for sports activities in the district

Sector/ division	Achievements	Challenges	Proposed way forward
	from entertainment permit issuance rose significantly, increasing from TZS 1 million to TZS 4.117 million.	students and pupils' movement during sports and recreational events	

2.4.4 Objective D: Quantity and Quality of Economic Services and Infrastructures Increased.

Local Government Authorities (LGAs), as mandated under Section 111 of the Local Government (District Authorities) Act No. 8 of 1982, are responsible for formulating, coordinating and supervising the implementation of social, economic, commercial and industrial development plans. They are also required to ensure effective revenue collection and proper utilization of council resources to support local economic growth and reduce the cost of living for community members within their jurisdiction.

Strengthening socio-economic infrastructure is therefore a core function of LGAs and a key driver of sustainable local development. Adequate, accessible and high-quality infrastructure improves service delivery, stimulates economic activities, and enhances the living standards of the population. However, persistent challenges—including high poverty levels (with about 45% of residents living below the poverty line), rapid population growth (currently 3.86%), and limited employment opportunities—continue to hinder development progress.

Unlocking the District's economic potential will require effective utilization of opportunities in agriculture, irrigation, cooperative development, livestock production, inland fisheries, education, Health, and the creation of a conducive environment for business expansion and marketing. Addressing the existing structural and infrastructural bottlenecks in these sectors will accelerate economic growth, raise household incomes and strengthen the Council's revenue base.

Ultimately, serious investment and coordinated interventions to address these constraints will contribute to increasing the current per capita income, expanding economies of scale across local enterprises, and promoting inclusive, sustainable socio-economic development in the district.

Table 2.18: Objective D - Quantity and Quality of Economic Services and Infrastructures Increased.

Sector/ Division	Achievements	Challenges	Proposed way forward
Pre and Primary Education	i. Teachers' Resource Centres were expanded from zero (0) to four (4) out of the 26 required ii. The district added 30 new primary schools, bringing the total from 101 to 131 (out of the 150 needed), significantly improving geographical access to basic education. iii. Classroom capacity increased from 902 to 1,450, alleviating overcrowding and providing a healthier and more effective learning environment. iv. The number of teachers' houses increased to 540, approaching the target of 640, School sanitation facilities were upgraded with the number of pit latrines growing from 1,840 to 2,044	i. Delays in redeploying teachers to newly built classrooms ii. Geological challenges (high water tables and rocky terrain) that increase the cost and duration of latrine construction iii. Inadequate teaching and learning materials and school infrastructure iv. Lack of proper kitchens, food storage facilities, and trained personnel to manage school meals	- -The council should continue to collaborate with education stakeholders and development partners in constructing and improving school infrastructure to address the existing shortage of classrooms, teachers' houses, and other essential facilities - -The community and parents should be encouraged to provide school meals for their children in order to reduce dropout rates and improve learners' concentration, attendance, and overall academic performance. - -The council should continue engaging voluntary teachers in schools experiencing acute teacher shortages and ensure the provision of adequate allowances and support to motivate and retain them in the teaching profession. - -The council should develop and provide incentives to

Sector/ Division	Achievements	Challenges	Proposed way forward
			encourage teachers to remain in remote areas. Such incentives may include the construction of teachers' houses, improvement of access roads and bridges where necessary, and other supportive measures aimed at enhancing teachers' welfare and retention. - -In areas where teachers and pupils walk long distances to and from school due to geographical challenges, - The council in collaboration with the community should establish satellite schools to reduce travel distances and enhance access to education.
Secondary education			
Health sector	i. Ambulances increased from **1 to 5**, out of 8 required which has enhanced emergency response and referral services across the district. This improvement has facilitated timely transportation	i. Inadequate water, sanitation, and reliable electricity in many health facilities. ii. Remote villages face difficulties accessing health services due to poor road networks. iii. Ambulance and emergency services are	- Installation of water supply systems, solar energy solutions, and backup generators in health facilities with unreliable electricity. - Improvement of feeder roads and provision of ambulances - Increase budget allocation and mobilization of funds from development

Sector/ Division	Achievements	Challenges	Proposed way forward
	of patients, especially in remote areas ii. **Mortuaries increased from 1 to 4** out of 7 required in various health centres and hospital across the district. iii. One(1) Hospital was established iv. Health centres increased from 7 to 14 out of 26 improving accessibility and availability of healthcare services across the district. v. Dispensaries increased from 34 to 55, out of 88 required enhancing access to primary healthcare services at the community level. vi. Staff houses increased from 42 to 66 out of 141 required. vii. Facilities with electrical power supply increased from 21 to 48 out of 53 required	limited or unavailable in some areas. iv. Ambulance and emergency services are limited or unavailable in some areas. v. Inadequate health infrastructure financing	partners - Strengthening community participation and contributions in the construction of health facilities

Sector/ Division	Achievements	Challenges	Proposed way forward
	viii. Facilities with water supply services increased from 18 to 43 out of 53 required		
Land	i. 26 village land use plans prepared ii. Declared 19 village center as planning areas iii. Five (5) Town Planning drawings iv. Cadastral surveys were conducted for 150 plots v. Six (6) settlements—Sirari, Nyamwaga, Matongo, Kemambo, Kerende, and Komaswa—were sensitized on land regularization schemes.	- Frequent conflicts between neighboring villages over boundary lines. - Disputes delay development projects and affect community cohesion. - Unplanned settlements in peri-urban areas and near mining zones (e.g., Barrick North Mara) - -Unauthorized occupation of public, institutional, and agricultural land. - Conflicts with planned infrastructure and farming activities. - Low knowledge of land laws, land-use planning, and dispute resolution mechanisms.	i. Enhancing the timeliness and efficiency in resolving land use conflicts ii. Strengthening efforts to resolve village boundary disputes iii. Enhancing the pace of regularizing emerging informal settlements in Nyarero, Mjini Kati, Komaswa, Kerende, Kimakorere, Nyamwigura, Sirari, Ng'ereng'ere, Kewanja, and other areas in close proximity to the Barrick North Mara Mining areas. iv. Accelerating the preparation of town planning drawings in new areas to control and reduce the development of informal settlements. v. Strengthening efforts to provide land-related education and awareness to the community.
INFRASTRUCTURE RURAL	i. Construction and	i. Limited budget allocated for a	i. Advising project coordinator to

Sector/ Division	Achievements	Challenges	Proposed way forward
AND URBAN DEVELEOPMENT	rehabilitation of 152 schools ii. Construction and rehabilitation of hospitals, health centers and dispensaries iii. Construction of 83 toilets blocks for schools and health facilities. iv. Rehabilitation and renovations of 62 village roads v. Renovations and rehabilitations of 6 District Council Offices Buildings	particular project as per engineering estimates. ii. Availability of industrial material were scarce. iii. Shortage of technical staff/personnel for supervision of projects on time iv. Shortage of manpower and skilled labor for construction works v. Shortage of equipment's and machines for testing the quality of work done at site level	increase budget allocated for a particular project as per engineering estimates ii. Increasing number of technical staff/personnel for supervision of projects on time iii. budget allocated for equipment's and machines for testing the quality of work done at site level iv. gathering information through research, and data collection base on specific project v. improving competitive compensation and flexible working options

2.4.5 Objective E: Good Governance and Administrative Services Enhanced.

This objective was formulated to enhance the provision of a conducive work environment, improve employee performance, and improve service delivery to the public. The experienced performance of this objective is a poor working environment due to inadequate Ward and Village offices and in some lower-level government agencies to run the governance and administrative issues effectively, an inadequately skilled workforce and their working facilities, and insufficient funds for employees' capacity building in terms of training and development. Despite efforts to ensure employee motivation, the implementation is ineffective.

Table 2.19: Objective E's Achievements, Challenges and proposed way forwards

Division/Units	Achievements	Challenges	Proposed way forwards
Administration and Human resource Management Section	i. Construction of the Council's headquarters office was successfully completed, providing a conducive working environment and improving administrative efficiency. ii. A total of Three staff houses for Heads of Divisions and Units were constructed to improve staff welfare and retention iii. A residential house for the Executive Director was constructed to improve staff welfare and ensure effective administrative supervision. iv. Ward executive offices constructed increased from 10 to 12 out of 26 required. v. Villages offices increased from	i. Limitation of funds which caused by insufficient budget allocated to administration projects. ii. Cost-cutting measure which occurs after reducing budget or expenses which led to delaying of some projects. iii. Competing demands among departments, in organization there are many goals and projects demand attention and resources. Due to insufficient of resources lead to conflict of demand among departments. Therefore, during budget decision are made by choose prioritized projects which cause to delay on other projects. iv. Delaying in disbursement of project funds.	i. To continue exploring new revenue sources such as building of dump lead to generate revenue by introducing fee (waste or garbage tax) charged for waste collection and disposal services. ii. Regular follow up with funding agencies as well as close monitoring of project implementors. iii. A Comprehensive Human Resource and Succession Plan was developed and operationalized to strengthen workforce management and ensure continuity in key institutional functions. iv. The Council successfully settled salary arrears for 428 employees totaling TZS 379,096,630. thereby improving

Division/Units	Achievements	Challenges	Proposed way forwards
	30 to 52 out of 88. vi. The Council enhanced its operational capacity by increasing the number of motor vehicles from 20 to 31 and motorcycle from 367 to 558.		staff morale and ensuring compliance with employment obligations. v. In an effort to promote staff welfare and maintain sound financial management, the Council settled various employees' debts amounting to TZS 398,000,000/= out of TZS 670,000,000/= required. This initiative strengthened employee satisfaction and enhanced institutional trust and accountability. vi. The council facilitated 15 out of 20 staff to attend long courses vii. The council facilitated 141 out of 169 required to staff to attend short courses viii. The council facilitated preparation and operationalization of incentive

Division/Units	Achievements	Challenges	Proposed way forwards
			scheme
Election			
Audit Unit	i. The Council has consistently received an unqualified audit opinion from the Controller and Auditor General (CAG) for five consecutive financial years (2021–2025), reflecting strong financial management, reliable reporting, and well-functioning internal control systems. ii. Successfully conducted audits for 48 primary school construction projects, verifying proper utilization of funds, assessing compliance with	i. Delays by departments and sections in submitting required documents, which slows down the audit process. ii. Low implementation rate of internal and external audit recommendations in some departments.	i. Enforce timely submission of documents by setting strict deadlines, issuing regular reminders, and engaging departmental heads to ensure prompt provision of required information to facilitate smooth audit processes. ii. Strengthen the implementation of audit recommendations through regular follow-up reviews, preparation of audit recommendation tracking reports, and continuous engagement with responsible officers to ensure timely corrective

Division/Units	Achievements	Challenges	Proposed way forwards
	contractual requirements, and providing recommendations to strengthen project implementation. iii. Successfully audited **36 secondary school construction projects**, providing recommendations for strengthening project management and accountability. iv. Conducted **risk-based audits** across key departments, increasing management's awareness of operational, financial, and compliance risks. v. For the five years 2021–2025, the		actions. iii. Provide awareness and capacity-building sessions to departments on the importance of documentation, compliance, and timely implementation of audit recommendations. iv. Improve coordination between the Internal Audit Unit and departments to foster better communication, reduce delays, and enhance accountability

Division/Units	Achievements	Challenges	Proposed way forwards
	Internal Audit Unit successfully prepared and implemented the Annual Internal Audit Plan, consistently achieving over 85% audit coverage. **vi.** For the five years 2021–2025, the Unit conducted risk-based audits across key departments, enhancing management's understanding of operational, financial, and compliance risks. vii. Provided advisory services to management on internal controls, procurement processes, and financial management, leading to enhanced decision-making		
Procurement	**i. Imprementation**	i. **Limited user**	

Division/Units	Achievements	Challenges	Proposed way forwards
and Management Unit	**of E-procurement system** ii. Introduced or improved digital procurement platforms, speeding up processes and reducing paperwork. We also succeeded in providing training on the use of the Nest system at lower levels, thereby reducing the long and complex procurement chain that previously required at all higher levels **iii. Reduction of audit queries** iv. We have addressed and reduction in internal and external audit finding at both	**knowledge and training**. Staff and supplier, my not fully understand how to use the system causing error and delays ii. **Technical issues and system downtime**, networking failure, software glitches or sever downtime can interrupt procurement system can be expensive iii. **Supplier adoption challenges**. Some suppliers may be slow to register or submit bids online, limiting competition iv. **Delays suppliers**. Advertising tender through e-procurement	

Division/Units	Achievements	Challenges	Proposed way forwards
	operational and senior levels v. **Reduced procurement lead time**. vi. By using electronic procurement system helps automatically requisition, approval, bidding and purchase orders to remove paper work and manual delays **vii. Departement successfully advertise 449 tenders** viii. Over the past five years, the procurement department has successfully advertised 449 tenders in Terime district council including building and load construction project.	system sometimes result in attracting suppliers from faraway locations, causing late delivery of goods. Occasionally, suppliers decline to deliver because of the long distance	

Division/Units	Achievements	Challenges	Proposed way forwards
	ix. Fest year 74 tenders, second year 85 tenders Third year 90 tenders, Fouth year 96 tenders and last year of the five year 104 tenders. **x. Value for money** xi. Due to change in procurement system, when we advertise the tender of procurement of goods or work in the government procurement system competition increases, which sometimes result in the higher and more varied bid priced		
Finance Unit			

Division/Units	Achievements	Challenges	Proposed way forwards
Legal services Unit	i. A total of 4 **by-laws** were amended — namely Sheria Ndogo ya Usafi wa Mazingira, Sheria Ndogo ya Madini Ujenzi, Sheria Ndogo ya Huduma wa Ushuru na Sheria Ndogo ya Ada na Ushuru. ii. A total number of 84 Village by- laws out of 88 villages were enacted namely Sheria Ndogo ya kupinga ukatili ya Mwaka 2025 iii. The council successfully settled **5 civil cases** in its favour out of a total of 13 filed in the High Court of Musoma, while the remaining cases are still 8 iv. The use of **Alternative**	i. Community fear of abandoning traditional practices and taboos, such as Female Genital Mutilation (FGM) hinders the process of reviewing and implementing the enacted by law ii. Inadequate involvement of Council Lawyers at the early stages of disputes, which limits timely legal guidance and increases the likelihood of cases escalating to formal litigation iii. Limited cooperation from the community during the submission of draft by-law amendments for public opinion, which hinders effective participation and timely approval of the proposed legal reforms. iv. Inadequate budget and limited allocation of funds to support court	i. Enactment of the Parliamentary Act specific for cubing the situation of those taboo including Female Genital Mutilation. ii. The Unit's budget and allocations should be increased to support the execution of legal activities

Division/Units	Achievements	Challenges	Proposed way forwards
	Dispute Resolution (ADR) mechanisms has increased, contributing to a reduction in legal disputes. v. A total of 3 **out of 13** demand notices of intention to sue were amicably resolved before being instituted in court. vi. A total of 234 **Ward Tribunal Members** out of **234** were renewed and will receive training on the 2nd quarter of the fiscal year 2025/26 and relevant legal procedures. vii. Through the **Mama Samia Legal Aid Campaign**, a total of **76,022** were reached out of the **100,000** targeted population. The	attendance, legal training and seminars, supervision activities, and the operation of legal aid clinics within the council's jurisdiction	

Division/Units	Achievements	Challenges	Proposed way forwards
	campaign also extended legal awareness sessions to **57 Secondary Schools** and **94 Primary Schools**, promoting understanding of citizens' rights and access to justice at the community level. viii. A total of **2 Legal Aid Centres** were established in (Haki na Maendeleo Paralegal and Tuwakombeo Paralegal)		

Division/Units	Achievements	Challenges	Proposed way forwards
Information and Communication Technology Unit	i. Installed **Local Area Network (LAN)** across key offices, enhancing internal communication and data sharing. ii. Office computers increase from 26 to 62, ipads 10 to 65**,** improving staff access to digital tools. iii. Procured and distributed 10 to 29 **printers and 0 to 3 scanners** to support administrative operations. iv. Installed 10 **CCTV cameras** in strategic areas to enhance security and surveillance within council premises. v. Trained and registered users for key	- Limited resources for maintaining or expanding the existing ICT infrastructure. -Incomplete or unreliable LAN connectivity across some offices. -Slow or unstable internet connectivity, especially in remote wards. -High cost of bandwidth and limited ICT maintenance budget. -Weak or non-existent firewalls and antivirus systems on some computers, increasing cybersecurity risks. -Inadequate data backup mechanisms and absence of a comprehensive disaster recovery plan.	i Advocate for increased budget allocation from management by presenting data on the critical role of ICT in productivity and service delivery. ii Enter maintenance contracts with reliable vendors to ensure timely repairs and system upkeep. iii Procure Uninterruptible Power Supplies (UPS) for critical systems to prevent data loss during outages. iv Use bandwidth optimization tools and schedule large updates during off-peak hours. v Implement bandwidth management policies to control non-essential

Division/Units	Achievements	Challenges	Proposed way forwards
	government systems, including GePG, PlanRep, MUSE, NEST, FFARS, NAPA, NGAO, and Digital Signature, Tausi core, SIS, PREM, PREMS, MUKI and ESS. vi. Enabled access and usage of **Government Email System (GMS)** for heads of departments and key staff to facilitate official communication. vii. Developed and continuously updated the **District Tarime council Website** to enhance transparency and access to public information. viii. Established official **social media platforms**		usage. vi Establish ICT security policies including password management, access control, and routine patch updates. vii Implement automated daily and weekly backups, stored both on-site and off-site. viii Develop a comprehensive Disaster Recovery (DR) and Business Continuity Plan (BCP). ix Organize regular ICT capacity-building workshops and digital literacy training for all staff.

Division/Units	Achievements	Challenges	Proposed way forwards
	(Facebook and Instagram) to improve public communication, community engagement, and feedback **ix.** Provided continuous technical assistance to all departments, ensuring smooth operation of ICT systems and equipment		
Planning and coordination	i. Successfully prepared and submitted Council Annual Plans and Budgets through the PlanRep system in line with the National Planning and Budget Guidelines. ii. Strengthened alignment of departmental plans with	i. Inadequate funds to effectively coordinate, monitor, and evaluate development projects. ii. Limited budget for data collection, community mobilization, and stakeholder consultations. iii. Limited technical skills in **data**	i. Improvement of own source collection from different revenue source through strengthening of revenue collection team and insisting collection through ICT system. ii. Consult PPRA to reduce application fees or to remove for local fundi. iii. Enhance **capacity**

Division/Units	Achievements	Challenges	Proposed way forwards
	national frameworks such as the Tanzania Development Vision 2025, FYDP III, and the CCM Manifesto (2020–2025). iii. Enhanced capacity of departmental heads and planning officers on results-based planning and performance monitoring. iv. Effectively coordinated and monitored the implementation of donor-supported and central government projects, including TASAF, BOOST, and rural infrastructure programs. v. Improved collaboration with stakeholders and	**analysis, GIS, M&E, and project management** iv. Delays in implementation of project from lower administrative levels v. Limited digital tools and underutilization of performance indicators hinder real-time project monitoring and tracking. vi. Local contractors were not submitting tenders through the Nest system due to high application fees, resulting in delays in project implementation vii. High cost of construction materials cause many of project not completed as	**building** for staff in results-based planning, budgeting, and performance monitoring. iv. Improve collaboration with **development partners, private sector, and NGOs** in implementing and financing community projects. v. To capacitate project implementation team on supervision of projects. vi. To allocate funds according to cost of construction materials in order to complete projects.

Division/Units	Achievements	Challenges	Proposed way forwards
	development partners to ensure projects align with council priorities and community needs. vi. Regular preparation and submission of Quarterly and Annual Performance Reports to relevant authorities. vii. Project supervision and field visits to assess implementation and accountability at ward and village levels conducted. viii. Improved O&OD in 88 villages reviewed, updated and training of 26 Weo's, 88 Veo's and 46 extension	planned.	

Division/Units	Achievements	Challenges	Proposed way forwards
	officers on improve O&OD. ix. Provision of social services through improvement of infrastructure such as Dispensary, School, Road and water.		

2.4.6 Objective F: Social Welfare, Gender and Community Empowerment Improved.

Tarime District Council, like all Local Government Authorities, is entrusted with the responsibility of improving the welfare and wellbeing of its community. This mandate requires deliberate efforts to promote gender equality, protect vulnerable groups, and ensure that community members are empowered to participate in and sustain development initiatives. Achieving these calls for inclusive approaches that embrace volunteerism, collaboration with non-profit organizations, and coordinated support from government agencies to assist individuals who cannot meet their basic needs.

Strengthening social welfare systems requires a wide range of interventions that enhance the wellbeing of individuals, families and the community at large. These include measures that reduce social vulnerabilities, address gender inequalities, and support marginalized populations. Integrating these efforts into District plans is essential for building a society that values equity, dignity and sustainable empowerment. Regular assessments and evaluations help ensure that interventions remain relevant, effective and responsive to emerging needs.

Table 2.20: F - Social Welfare, Gender and Community Empowerment Improved

Division	Achievements	Challenges	Way forward
Community development	i. Beneficiaries of loans for Women, Youth, and People with Disabilities has surged impressively, rising from 137 groups to an inspiring 299 groups (162 women, 78 youth and 59 people with disabilities). ii. Loans for Women, Youth, and People with Disabilities empowering underserved groups and fostering local entrepreneurship. iii. The funds allocated for loans to women, youth, and people with disabilities soared from TSHS 852,000,000/= to an impressive 1,500,000,000/= This remarkable surge represents a staggering 76.1% increase, iv. Loans for Women, Youth, and People with Disabilities enhances social inclusion and	i. Inadequate of essential resources, including financial support and transportation, significantly impedes the effective monitoring and supervision of loan beneficiaries' projects and their repayment processes ii. Participation and demand among our target groups are notably low, with women's groups leading the way in loan applications. In contrast, youth and individuals with disabilities form a much smaller percentage of these groups. This disparity results in a significant 4:4:2 imbalances in loan disbursement, iii. Cultural and social barriers that foster stigma and instill fear around reporting	- Prioritize engaging and practical training for entrepreneurs over conventional theoretical approaches. This hands-on experience will empower them to thrive in the real world. -Equipping ICHF registration officers with essential tools—such as mobile phones, computers, and motor vehicles—will greatly enhance their ability to engage with and register more citizens in our community. By investing in these resources, we empower them to make a meaningful impact, ensuring that every voice is heard and counted. -Ensure the availability of essential medications for ICHF patients in the hospital to enhance their treatment and

Division	Achievements	Challenges	Way forward
	encourage equal participation in economic activities helping to bridge the gender and generation of gap in business ownership. v. A total of 2400 groups out of 3600 present groups received comprehensive entrepreneurship training focused on business management skills, empowering them to elevate their success and thrive in their ventures vi. Through the impactful TASAF program, we identified and registered an impressive 14,528 households who were genuinely in need of financial support. However, only 6,606 households were enrolled into the program, this significantly reduced the number of families seeking assistance from 14,528 to just 7,922. This initiative has led to the remarkable	incidents of gender-based violence and child abuse can significantly impede meaningful interventions. v. The challenge of accurately identifying and reaching the households in genuine need of support is significant. As a result, many deserving families are overlooked, while some non-poor households unintentionally benefit from TASAF. This discrepancy not only undermines the program's effectiveness but also highlights the urgent need for a more refined approach to ensure that aid reaches those who truly require it.	overall care. -The active and ongoing involvement of local leaders is crucial in effectively identifying the true beneficiaries of TASAF, ensuring that support reaches those who need it most. -The adoption of digital verification tools can help reduce errors and biases. -Provision of motor vehicle which will help to reach many entrepreneurship groups, and monitor groups activities which in turn will help to revolve disburse funds to different groups -The provision of a motor vehicle, registration tools and internet access will significantly enhance the ability to connect with diverse entrepreneurship groups and effectively monitor their activities. This

Division	Achievements	Challenges	Way forward
	graduation of 1,688 households from the program out of 6,606 enrolled households. vii. A remarkable total of 11,571,371,337.02 has been disbursed to 6,606 registered households, impacting the lives of 23,495 beneficiaries from those households. viii. Through TASAF program, 5 dedicated students have earned higher education loans, enabling them to embark on their university journeys. ix. Through TASAF program, an impressive investment of 188,457,450.00TZS has been made in the construction of 114 roads, 13 footpath culvert, water storage tank 3, improving 28 water sources, tree planting in three villages. x. Successfully launched of 28 Gender Desks		strategic initiative will not only foster collaboration but also streamline the disbursement and repayment of funds to these groups, empowering them to thrive and drive innovation in our community

Division	Achievements	Challenges	Way forward
	required in vibrant public spaces like markets, creating an empowering and accessible platform for community members—especially women, youth, and vulnerable groups—to report instances of gender-based violence and seek compassionate counseling. xi. MTAKUWWA committees established at the ward level and received trainings xii. HIV and AIDS awareness campaigns have made remarkable strides, successfully engaging nearly the entire population across 88 villages xiii. A remarkable total of 72,000 condoms were distributed across 26 wards, championing safe sexual practices and significantly xiv. A total of 16 WMACs and 10 VMACs have been		

Division	Achievements	Challenges	Way forward
	established and reestablished		
Social Welfare Section	i. Registered households in iCHF have surged rising from 14% to 30% ii. Establishment of 131 Gender Clubs in Primary and 45 in Secondary Schools. iii. Protection Committees for women and Children under NPA VAWC II Successful established from Council to Village level, successfully reaching 100% of our target across 88 Villages and 26 wards. iv. 115 Elderly councils have been successfully established across 26 wards **v.** 115 Committees for People with Disabilities established at the Council,	i. The misallocation of loans by certain groups to non-productive activities often results in significant challenges in timely repayment, and in some cases, it can lead to complete loan defaults. ii. Insufficient resources, including funding and transport, hinder effective monitoring of loan beneficiaries and their repayment iii. Political influence in loan allocation compromises fairness and denies rightful access to essential financial resources. iv. Participation and demand for loans are generally low, with women's groups accounting for the majority of applications, while youth and persons with disabilities represent a much smaller share. This disparity has led to a notable 4:4:2 imbalance in loan disbursement." v. The shortage of Medicines in Health Facilities is hindering	i. Procurement of essential medicines in Health Facilities which will ensure that the households fully benefiting from the ICHF insurance scheme. ii. Allocation of enough funds for procurement of essential working tools, including mobile phones and reliable transportation for iCHF registration officers and coordinators which will improve efficiency in delivering services. iii. Provision of community awareness and education on cultural and social barriers that foster stigma and instill fear around reporting

Division	Achievements	Challenges	Way forward
	ward and village levels successfully reaching 100% of our target across the whole Council. **vi.** Violence Against Children have been successfully reduced from 72% to 50%.	households from fully benefiting from the ICHF insurance scheme. vi. The absence of essential tools, such as mobile phones and reliable transport for ICHF officers and coordinators, significantly reduces service delivery efficiency. vii. Cultural and social barriers that foster stigma and instill fear around reporting incidents of gender-based violence and child abuse can significantly impede meaningful intervention. viii. Inadequate Social Welfares' staff which hinder the provision of social services to the community effectively. ix. Lack of essential resources, including financial support and transportation, significantly impedes the effective monitoring and supervision of PWDs committee, Women and Children Committee and elderly councils for capacity buildings.	incidents of gender-based violence and child abuse. iv. The Government should employ more Social Welfare Staffs as required for social service provisions. v. Harmonization of resources from various stakeholders, including financial support and transportation for the effective monitoring and supervision of PWDs committee, Women and Children Committee and elderly councils for capacity buildings.

2.4.7 Objective G: Management of Natural Resources and Environment Enhanced and Sustained

Table 2.21: G - Management of Natural Resources and Environment Enhanced and Sustained

Division/Unit	Achievements	Challenges	Way forward
Waste management and Sanitation	i Awareness campaigns on environmental hygiene and sanitation conducted through village meetings increased from 30 to 80 villages, ii Village Environmental Committees established increased from 88 to 88 villages iii 01 Dumping sites established in 03 wards improving solid waste management and environmental cleanliness iv The Council facilitated the formation of 04 waste collection groups across 06 wards v Village Environmental Committees trained on waste management increased from 11 to 88 to enhance waste management practices.	**a. Rapid Population Growth and Urbanization** i Growing of centers like Sirari, Nyamogo, Nyamwaga generate more waste than existing systems can handle. ii Informal settlements often lack proper waste collection and sanitation facilities. **b. Inadequate Infrastructure** iii Limited waste collection trucks, landfills, recycling plants, and sewage systems. iv Aging or poorly maintained sanitation and drainage systems lead to blockages, and contamination. **c. Poor Waste Segregation** i. Households and institutions often do not separate	**a. Strengthen Waste Management Infrastructure** i. Build or upgrade: ii. Modern landfills iii. Recycling and composting facilities iv. Sewage and wastewater treatment plants v. Improve waste collection coverage, especially in informal settlements. **b. Promote Waste Segregation at Source** i. Require households, institutions, and businesses to separate: ii. Organic waste iii. Recyclables iv. Hazardous waste v. General waste vi. Provide colored bins and educate communities on using them. **c. Expand**

Division/Unit	Achievements	Challenges	Way forward
		waste (organic, recyclable, hazardous). ii. Mixed waste makes recycling difficult and increases landfill pressure. **d. Limited Funding and Resources** lack financial capacity for: i. Regular waste collection ii. Proper landfill construction iii. Recycling programs iv. Waste treatment plants v. Leads to irregular services and environmental pollution. e. **Inadequate Policy Enforcement** Weak by laws or poor enforcement lead to: i. Illegal dumping ii. Burning of waste iii. Poor landfill	**Recycling and Resource Recovery** i. Develop markets for recycled products. ii. Support local recycling industries and innovations (e.g., plastic bricks, composting). iii. Introduce incentives for recycling, such as: iv. Buy-back centers v. Deposit-refund systems for bottles **d. Strengthen Legislation and Enforcement** **e. Enforce bans on:** i. Illegal dumping ii. Open burning iii. Single-use plastics iv. Implement strict penalties for violations. v. Create clear guidelines for industrial and medical waste management. **f. Improve Sanitation Facilities** i. Provide affordable, safe, and hygienic toilets in public spaces and rural

Division/Unit	Achievements	Challenges	Way forward
		management iv. Corruption can worsen the situation. **f. Poor Public Awareness and Behavior** i. Lack of education about proper waste disposal. ii. Littering, open defecation, and dumping waste into rivers or streets still common in many areas. f. **Health Risks** i. Accumulated waste attracts pests (rats, flies) that spread diseases. ii. Poor sanitation leads to: iii. Diarrheal diseases iv. Cholera v. Typhoid vi. Skin infections vii. Waste pickers exposed to hazardous materials without protection. g. **Limited**	areas. ii. Promote low-cost technologies such as: iii. Eco-san toilets iv. Improved pit latrine v. Handwashing stations vi. Ensure regular maintenance and emptying services. **g. Invest in Technology and Innovation Use:** i. GPS-equipped waste trucks ii. Smart bins iii. Waste-to-energy technologies iv. Biogas from organic waste v. Encourage modern sewage treatment methods. **h. Promote Circular Economy Principles** i. Shift from “take–make–dispose” to: ii. Reduce iii. Reuse iv. Recycle v. Encourage industries to design products that generate less

Division/Unit	Achievements	Challenges	Way forward
		Recycling and Waste Recovery i. Few recycling facilities; poor markets for recycled products. ii. Lack of technology or incentives to process: iii. E-waste iv. Plastics v. Organic waste h. **Inadequate Sewage Treatment** i. Many areas rely on pit latrines and septic tanks with improper emptying methods. ii. Untreated wastewater is often discharged directly into the environment. i. **Hazardous and Medical Waste Mismanagement** i. Industrial chemicals, batteries, and hospital waste often mixed with household waste. ii. Improper disposal can cause toxic contamination and disease transmission	waste. **i. Increase Funding and Investment** Use: i. Public-private partnerships (PPPs) ii. Donor funding iii. Environmental taxes or levies iv. Ensure transparent budgeting and proper use of funds. **j. Support the Informal Waste Sector** i. Recognize and integrate waste pickers into the formal system. ii. Provide: Training, Safety equipment iii. Access to recycling cooperatives **iv.** This increases recycling rates and reduces unemployment

Division/Unit	Achievements	Challenges	Way forward
Wildlife management	**i.** The stock of firearms for wildlife control rose from 10 to 10 units against a requirement of 20 leaving the wildlife unit under-equipped. ii. A firearms training course was provided to 05 wildlife officer out of 05 required to enhance capacity in wildlife protection and control operations. iii. Crop consolation claims received and processed increased significantly from zero to 20 demonstrating improved responsivenes s to farmers affected by losses. iv. Capacity-building initiatives on conservation matters were expanded from 08 to 03 wards.	**Habitat Loss and Fragmentation** i. **Deforestation and Urbanization**: As human populations grow and expand into previously undeveloped areas, natural habitats are destroyed or fragmented, making it difficult for wildlife to thrive. ii. **Agriculture and Infrastructure Development**: Expanding agricultural practices (e.g., monoculture farming) and infrastructure (roads, dams, etc.) further fragment habitats and limit species' migration and breeding opportunities. iii. **Climate Change Seasonal Disruptions**: Changes in seasonal patterns (e.g., timing of food availability or migration) can	**Stronger Legislation and Enforcement**: Implementing and enforcing stricter wildlife protection laws is crucial to prevent poaching, illegal trade, and habitat destruction. i. **Ecotourism**: Promoting sustainable tourism can provide economic incentives for local communities to protect wildlife, while educating the public about conservation issues. ii. **Conservation Technology**: Utilizing drones, satellite imagery, and AI to monitor wildlife populations and habitats can improve conservation management and anti-poaching efforts. iii. **Community Involvement**: Involving local communities in wildlife management and

Division/Unit	Achievements	Challenges	Way forward
		disrupt species' life cycles and survival rates. **iv. Poaching and Illegal Wildlife Trade** **Poaching for Luxury Goods**: Animals such as elephants, rhinoceroses, and tigers are hunted for their tusks, horns, skins, and other body parts, which are highly valuable on the black market. **v. Invasive Species** **Predation and Competition**: Invasive species can outcompete or directly harm native species by preying on them, competing for food, or spreading diseases. **vi. Human-Wildlife Conflict** **Livestock Predation**: As human populations encroach on wildlife habitats, conflicts arise when predators (such as wolves, big cats, or crocodiles) target livestock. vii. **Crop Damage**: Herbivores like elephants, deer, and wild boar can	conservation can lead to better outcomes, as people are more likely to protect what they feel invested in. iv. **Public Education and Awareness**: Raising awareness through campaigns, education, and media can lead to greater public support for wildlife conservation and pressure on governments to take action. v. **Procuring of modern firearm;** this will facilitate easily control of wildlife and improve community safety.

Division/Unit	Achievements	Challenges	Way forward
		damage crops, leading to economic losses for farmers and resulting in retaliation killings. viii. **Loss of Life**: In some cases, human lives are lost due to attacks by wildlife, often leading to calls for culling or other drastic measures. **ix. Lack of Public Awareness and Education** **Low Public Engagement**: Without broad public support, it's hard to implement large-scale conservation efforts or pass policies that protect wildlife. x. **Cultural Attitudes**: In some regions, there is a lack of awareness about the importance of wildlife conservation, and wildlife may be seen more as a resource to be exploited	

Division/Unit	Achievements	Challenges	Way forward
		rather than something to be protected. **xi. Health and Disease** **Zoonotic Diseases**: Wildlife populations can act as reservoirs for diseases that can jump to humans (like COVID-19, which is thought to have originated from wildlife markets). This creates a complex relationship between conservation efforts and public health concerns. xii. **Disease Transmission**: In some cases, diseases can spread between wildlife populations, causing large die-offs or threatening the survival of endangered species. **xiii. Technological and Research Gaps** **Data Limitations**: A lack of comprehensive data on certain species or ecosystems can hinder effective conservation planning. xiv. **Monitoring**	

Division/Unit	Achievements	Challenges	Way forward
		and Surveillance: While technological advancements (e.g., drones, GPS tracking, camera traps) are helping, there are still gaps in monitoring vast wilderness areas, which makes it harder to respond to threats in real-time.	
Tourism management		**Environmental & Sustainability Challenges** i. **Overtourism** leading to ecosystem damage, overcrowding, and reduced quality of life for locals. ii. **Resource depletion** (water scarcity, waste generation, energy overuse). iii. **Loss of biodiversity** due to uncontrolled development and tourist	**Promote Sustainable Tourism** i. Implement **eco-friendly practices** in hotels and attractions (solar energy, waste reduction, recycling). ii. Encourage **low-impact tourism** such as eco-tourism and community-based tourism. iii. Enforce **carrying capacity limits** at fragile destinations.

Division/Unit	Achievements	Challenges	Way forward
		activities. **Economic Challenges** i. **Seasonality of demand**, causing unstable income and employment. ii. **High dependence on tourism**, which makes destinations vulnerable to crises (pandemics, recessions). iii. **Inflation and rising operational costs** for hotels, transportation, and services. iv. **Unequal distribution of revenue**, where benefits do not reach local communities. **Social & Cultural Challenges** i. **Cultural erosion** as traditional practices become commercialized. ii. **Rising cost of living** and displacement	iv. Introduce **green certification** for tourism businesses. **Digital Transformation & Innovation** i. Adopt **digital booking systems**, virtual tours, and smart tourism technologies. ii. Strengthen **cybersecurity measures** to protect personal data. iii. Encourage small businesses to use **digital marketing** and social media. iv. Use **AI-powered analytics** to track visitor flows and prevent overcrowding. **Improve Infrastructure & Accessibility** i. Upgrade **roads, airports, public transport, and digital connectivity**.

Division/Unit	Achievements	Challenges	Way forward
		of locals (e.g., due to Airbnb-driven housing shortages). iii. **Conflicts between tourists and residents** over noise, behavior, or resource use. iv. **Exploitation of local labor**, often with low wages and poor working conditions. **Technological Challenges** i. **Cybersecurity risks** affecting travel bookings and customer data. ii. **Rapid technological changes** (AI, automation, digital platforms) requiring constant adaptation. iii. **Digital inequality**, where smaller tourism businesses struggle to compete online **Public Health & Hygiene Limitations**	ii. Expand **clean water and waste management systems**. iii. Improve **accessibility for people with disabilities**. iv. Invest in **smart infrastructure** (smart parking, digital maps, real-time information systems). **Strengthen Human Resource Development** i. Provide **skills training** for hospitality workers (languages, digital tools, customer service). ii. Improve **working conditions** to reduce turnover. iii. Create **tourism training institutes** and certification programs. iv. Promote **local entrepreneur ship** in tourism.

Division/Unit	Achievements	Challenges	Way forward
		Beyond pandemics: i. **Inconsistent vaccination standards** across destinations. ii. **Poor sanitation infrastructure** in developing areas. iii. **Risk of waterborne or vector-borne diseases** (malaria, dengue). **Crisis & Disaster Management Challenges** i. **Lack of preparedness** for natural disasters. ii. **Slow recovery after crises** (earthquakes, hurricanes, volcanic eruptions). iii. **Communication failures** during emergencies. iv. **Financial losses to small tourism operators** who cannot withstand shocks. **Waste Management**	**Protect Cultural and Natural Heritage** i. Ensure tourism revenues are used for **conservation**. Promote **responsible tourist behavior** through education

Division/Unit	Achievements	Challenges	Way forward
		Challenges i. **Poor sewage systems** leading to beach pollution. ii. **Overflowing landfills** near tourist hubs. iii. **High food waste** in hotels and cruise ships. iv. **Difficulty enforcing waste reduction policies** on tourists. **Branding & Reputation Management Issues** i. **Negative viral stories** damaging a destination's image. ii. **Fake news** affecting tourism confidence. iii. **Online reviews** heavily influencing bookings. iv. **Difficulty maintaining a unique identity** in a crowded market.	

Division/Unit	Achievements	Challenges	Way forward
Forest management	Revenue collected from forest cess increase from Tshs 13,242,000 Tshs to 90,455,981 There are no Forest programs established during the period of last five years. Villages benefiting from community capacity-building initiatives on forest conservation increased from 2019-07-01 to 2024-06-30 where Muriba, Kobori, Bungurere and Nyarero due to presence of Bwiregi and Nyabasi forest Reserves. There are no Community-Based Forest Reserves was scaled up from 2019-07-01 to 2024-06-30	**Deforestation; -** i. Caused by illegal logging, charcoal burning, and expansion of farms. ii. Unsustainable harvesting of strees reduces forest cover rapidly. **Population pressure; -** i. High population growth increases demand for farmland, fuelwood and timber. ii. Leads to forest encroachment and land degradation **Limited Resources and Capacity** i. Few forest officers and limited funding for patrols,monitoring,and enforcemet. ii. Lack of modern tools and training. **Climate Change** i. Alters rainfall patterns ad affects forest	**Community-Based Forest Management (CBFM)** i. Involve local communities in Forest protection and benefit-sharing. ii. Create villages forest reserves with bylaws and patrol teams. **Alternatives Energy Promotion**. i. Introduce clean energy sources (eg. Improved cookstoves, gas, solar) to reduce dependence on firewood and charcoal. **Tree Planting and Restoration**. i. Launch afforestation and reforestation campaigns in degraded areas. ii. Encourage agroforestry-growing tree o farms. **Awareness and Education and Education.**

Division/Unit	Achievements	Challenges	Way forward
		regeneration. ii. Increases risk of pests and diseases. **Forest Fires.** i. Often caused by shifting cultivation or careless bush burning. ii. Destroys both natural and planted forest.	i. Educate communities about the value of forest and dangers of deforestation. ii. Use school, churches and media for outreach. **Policy and Institutional Support; -** i. Integrate forest managent into district development plans ii. Seek support from NGOs and national forestry programs These strategies need collaboration between government, communities, NGOs, and development partner i. Tourism sites increased from 06 sites to 08 sites ii. Revenue collected through present tourism sites increased from Tshs 38,669,87 Tshs to 70,765,950.
Beekeeping management:			

2.4.8 Objective H: Local Economic Development Enhanced

Tanzania's Development Vision 2025 outlines a long-term ambition for a competitive, inclusive and sustainable economy driven by innovation, productivity, and modern industrial growth. Complementing this, the 2030 global development agenda emphasizes decent work, reduced poverty, resilient communities and sustainable economic transformation. FYDP III further reinforces the national priority of building an industrial and knowledge-based economy. In this context, Tarime District Council must strategically advance Local Economic Development (LED) and fully operationalize the Small and Medium Enterprises (SMEs) policy framework to stimulate broad-based growth.

SMEs represent the largest share of enterprises across the country and are instrumental in fostering employment, enhancing household income and accelerating the transition to a semi-industrialized economy. Yet, their growth continues to be constrained by a bureaucratic and costly regulatory environment, limited access to finance, weak market linkages, and inadequate institutional support systems. These constraints weaken competitiveness, limit innovation, and reduce the participation of youth and women in productive economic activities.

To overcome these challenges, the Government has introduced a range of policy and programmatic interventions, including the Agricultural Sector Development Strategy, Rural Development Strategy, Microfinance and Poverty Alleviation initiatives, the BEST Programme, and the Strategic Trade Policy. The SME Development Policy is designed to harmonize and coordinate these efforts, with emphasis on three priority areas: creating a predictable and enabling business environment; expanding access to financial and non-financial services; and strengthening institutional infrastructure for enterprise growth.

SME development also contributes to global and national commitments, particularly Agenda 2030 goals on poverty reduction, decent employment, innovation and sustainable industrialization. Sectors such as health, care services, agriculture and agro-processing increasingly offer significant employment potential and are central to local economic resilience.

Enhancing SME performance and LED initiatives within the district is therefore essential for raising productivity, increasing per capita income, supporting inclusive growth, and aligning Tarime District Council with the long-term aspirations of Vision 2025 and the medium-term priorities of national development frameworks.

Table 2.22: H - Local Economic Development Enhanced

Division	Achievements	Challenges	Way forward
Trade, investment and Industry	i. Local and foreign investors has increased from 120 to 148.The investors include ii. North mara gold mine, Nyamongo gold mine, Mara mine and Maronya food and supplies. iii. The revenue generated from registered traders experienced a remarkable surge, climbing from Tsh 193, 031, 758.12 to 234, 456,125.13. iv. Middle scale industries increased from 10 to 16. v. Small scale industries increased from	i. Many business people do not possess essential documents like NIDA, Identification card, TIN number, and Tax clearence Certificates, resulting in their inability to meet the system requirements for obtaining business licenses. ii. Inadequate motor vehicles at the council level hinder the division from	i. Campaigns and awareness to public for importance of NIDA, TIN and other document possessions as to enable licensing services. ii. Allocate funds in the council budget for procuring a specialized vehicle to facilitate business license inspections. iii. To establish district business forum and council

Division	Achievements	Challenges	Way forward
	98 to 126.This increase is particularly notable in tailoring, carpentry, and welding. vi. Presence of designated areas for industrial development (eg matongo, kibasuka bisarwi, nyamwaga, remagwe and ng'ereng'ere). These areas represent high-potential zones for attracting investments in manufacturing, agro-processing, logistics, and other industries activities.	conducting ad hoc follow-up on business, which leads to loss of revenue collection. iii. The high rate of business failure shortly after registration, which leads to "ghost debtor" entities that owe money or are listed in systems but no longer exist or operate. iv. Deliberate evasion of tax obligations by some business owners. Despite being registered and in many	iv. Promote the establishment of small-scale industries for processing diverse products..

Division	Achievements	Challenges	Way forward
		cases, generating income, these business either underreport earnings, fail to file tax return or operate informally to avoid detection by tax authorities. v. Limited understanding of business laws among some business owners leads to unitentional non-compliance, including missed tax fillings, incorrect declarations,	

Division	Achievements	Challenges	Way forward
		or operating without proper license. vi. Absence of an updated council investment profile.	

2.4.9 Objective Y: Multi-Sectorial Nutritional Services Improved

The district has made commendable achievements in improving the nutritional well-being of its population, with specific emphasis on maternal, infant, and child nutrition, in line with the National Multisectoral Nutrition Action Plan (NMNAP II) and the Nutrition Compact. These achievements are as follows;

Table 2.23: Y - Multi-Sectorial Nutritional Services Improved

Division	Achievements	Challenges	Proposed way forward
Health sector	i. Budget allocation for nutrition increased from TZS 123,925,560 million (equivalent to TZS 1576.06 per child under five) to TZS 198,105,008.36 million (TZS 2,594 per child under five). ii. Expenditure of allocated funds improved from 3.71 % to 108.2%, reflecting accountability and prioritization of nutrition interventions. iii. Anaemia in pregnant women prevalence has halved, decreasing from 0.3% to 1.2%. iv. The incidence of	i. Low school feeding coverage: The proportion of students eating at school remains below the acceptable coverage of 75-100%, despite efforts to expand school feeding programs. ii. Increasing burden of over nutrition: Rising cases of overweight	i. Provision of nutrition education and counselling on how to prevent over nutrition should be done to all people at facility and community levels. ii. Regular screening of nutritional status in order to identify the cas iii. All sectors which are directly related

Division	Achievements	Challenges	Proposed way forward
	children born with low birthweight was reduced from 8.8% to 1.58%. v. Vitamin A supplementation coverage have increased from 0% to 105.2.% vi. Out of 76,372 children, 40,055 were assessed for stunting and 21 cases identified. vii. 70,688 children assessed for wasting, with 26 identified as wasted. viii. Implementation of school feeding program, with 92.16% of school children now accessing at least one meal at school, a vital step towards addressing childhood hunger. ix. 57 Health facilities out of 68 have at least one healthcare provider who is trained on the provision of nutrition services, ensuring a skilled workforce to strengthen service delivery at facility and community levels. x. 176 Community Health Workers out of 176 (1 from each village) trained on growth monitoring and providing nutrition education at community and household level.	and obesity, for instance, iii. Limited multispectral involvement: Low participation of other sectors such as Agriculture, Community Development, and Education in nutrition interventions iv. Low community awareness: Limited knowledge and practices on nutrition at household and community levels. v. Inadequate updated Nutrition guidelines and IEC materials at facility and community level vi. Inadequate human resources: The district has only four nutrition officers, which is insufficient to provide technical support across all health facilities and	in enhancing nutrition services should be active in ensuring that the community obtain all required resources/materials for good health and nutrition. iv. Nutrition officers, health care providers and community health workers should continue providing nutrition education at household and community level. v. The ministry of health should prepare and provide enough guidelines and IEC materials at facility and community levels. vi. The government should increase the number of nutrition officers atleast one nutrition officer per ward.

Division	Achievements	Challenges	Proposed way forward
		communities.	

2.5 Stakeholders Analysis

The successful implementation of TDC Strategic Plan depends on effective collaboration and coordination among various internal and external stakeholders. The Council works with these actors to enhance service delivery, promote local economic growth, and ensure sustainable development.

The table below presents key stakeholders, their roles, expectations, and how the Council intends to engage with them:

Table 2.24 Internal stakeholders' analysis

INTERNAL STAKEHOLDERS				
No	Stakeholders	Stakeholder Roles/ Responsibilities	Stakeholder Expectations	Council Strategy for Engagement
1	Councillors	Approve plans, by-laws, and budgets; represent community interests; oversight on council operations	Timely provision of reports, transparency in management, and effective implementation of council decisions.	Regular Council meetings, training, and timely feedback on implementation progress.
2	Council Management Team (CMT)	Coordinate planning, budgeting, and execution of council activities, programs and projects.	Clear policy direction, adequate resources, and conducive working environment.	Periodic management meetings, capacity building, and timely communication.
3	Employees / Staff	Execute departmental and unit functions; deliver public services	Motivation, fair remuneration, and professional development opportunities.	Implement staff welfare programs, capacity building, and recognition schemes.
4	Village and Ward	Mobilize communities and	Logistical support, timely feedback,	Strengthen supervision,

INTERNAL STAKEHOLDERS				
	Committees	oversee grassroots development initiatives.	and capacity strengthening.	training, and provision of working tools and financial resources
B. EXTERNAL STAKEHOLDERS				
5	Prime minister's Office – Regional Administration and Local Government(PMO-RALG)	Policy guidance, supervision, and capacity building for LGAs.	Compliance with national policies, accurate reports, and proper use of funds.	Adhere to guidelines, submit timely reports, and engage in technical support sessions.
6	Regional Secretariat (Mara)	Provide technical backstopping, monitoring, and evaluation.	Quality implementation of district programs and compliance with regional and national directives.	Regular coordination and performance review meetings.
7	Sector Ministries(e.g., Education, Health, Agriculture, Works)	Provide sectoral policies, standards, and technical supervision.	Implementation of national sector policies at local level.	Regular consultation, reporting, and participation in sectoral programs.
8	Non-Governmental Organizations(NGOs) and Community- Based Organizations(CBOs)	Support in social services delivery, awareness campaigns, and community empowerment.	Coordination, transparency, and collaboration with council departments.	Strengthen MoUs, information sharing, and joint monitoring.

INTERNAL STAKEHOLDERS				
9	Development Partners (DPs)	Provide financial and technical support to council programs.	Effective use of resources, accountability, and impact reporting.	Transparent financial reporting and regular joint evaluations.
10	Private Sector / Investors	Invest in agriculture, industry, tourism, and trade.	Enabling business environment, fair taxation, and infrastructure construction/rehailitation	Facilitate investment promotion, simplify licensing, and improve infrastructure.
11	Financial Institutions (Banks, Microfinance, SACCOs)	Provide financial services to individuals staff, groups, and SMEs.	Trustworthy partnerships and enabling regulatory framework.	Promote cooperative engagement and link farmers,staff and SMEs to finance.
12	Religious Institutions	Promote moral values and provide education, health, and community services.	Recognition, cooperation in social programs, and peaceful coexistence.	Collaboration in education, health, and community mobilization programs.
13	Traditional Leaders and Elders	Support conflict resolution and cultural preservation.	Respect for traditional values and inclusion in decision-making.	Engage in community mobilization and participatory planning.
14	Farmers and Livestock Keepers	Major producers in the district economy.	Access to inputs, markets, extension services, and fair prices.	Strengthen extension services, promote cooperatives, and link to markets.
15	Youth and Women Groups	Participate in entrepreneurship and community development.	Access to credit, training, and employment opportunities.	Support through empowerment funds and business incubation programs.
16	People with Disabilities	Participate in social and economic	Inclusion, accessibility, and targeted	Mainstream disability issues in all planning

INTERNAL STAKEHOLDERS				
	(PWDs)	development.	empowerment programs.	and budgeting processes.
17	General Community (Citizens)	Main beneficiaries of council services and development projects.	Quality services, transparency, and participation in decision-making.	Strengthen public awareness, feedback systems, and participatory planning.

2.6 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis SWOC ANALYSIS

Internal scan (Strengths and areas for improvement): These are internal strengths and areas for improvement that constrain TDC's performance and service delivery. The analysis focuses on five criteria.

Table 2.25: The Council's strengths and areas for improvement

SN	Criteria	Strength	Area of improvement
1	Leadership/ management	- Strong and experienced leadership team with clear administrative hierarchy.	Limited strategic leadership and innovation in driving change and modernization.
		- Existence of a functional Council Management Team (CMT) that ensures coordination and accountability.	Inadequate coordination between political and technical arms in implementing decisions.
		- Commitment of top management to transparency, ethics, and good governance.	Inadequate leadership succession planning and mentorship.
		- Regular council meetings and participatory decision-making processes.	Limited use of performance management tools to monitor leadership effectiveness.

SN	Criteria	Strength	Area of improvement
		- Political support from councilors and local leaders enhances implementation.	Interference of leaders in development projects implementation especially which involve community contribution
2	CORE PRO- CESSES	- Availability of comprehensive Strategic Plan aligned with national policies (FYDP, TDV 2050).	- Weak Monitoring and Evaluation (M&E) system limits evidence-based decision-making.
		- Use of integrated ICT systems in revenue collection and financial management.	- Poor documentation and knowledge management practices.
		- Clear administrative structures and defined service delivery mandates.	- Limited integration of ICT across all divisions, Units and other wards and villages levels
		- Collaboration with key stake- holders supports effective implementation of programs	- Fragmented coordination between departments in planning and execution.
3	Staff management	- Skilled and professional staff in core sec- tors such as education, health, and agriculture.	- Shortage of technical staff in key service areas.
		- Existence of Human Re- source Development and Capacity Building Plans.	- Limited funding for staff training and professional development.
		- Performance appraisal systems (PEPMIS) institutionalized for staff evaluation.	- Inadequate motivation schemes, especially for remote and hard- to-reach areas. - Unequal staff distribution across wards and division
		- Staff engagement in planning and implementation fosters	Limited access to working tools and facilities (e.g., transport, ICT).

SN	Criteria	Strength	Area of improvement
		ownership.	
4	Customer focus	- Existence of community participation platforms such as Village and Ward Commit- tees.	- Low awareness among citizens regarding their rights and service standards.
		- Presence of functional feedback mechanisms in select- ed departments.	- Inadequate customer care training among staff.
		- Continuous public education and awareness programs (e.g., legal aid campaigns).	- Weak feed- back and com- plaint-handling systems at lower levels.
		- Strong collaboration with NGOs and civil society organizations.	-Limited communication and transparency on project progress and budgets.
		- Presence of special boxes for feedback col- lections at several council level such as wards, villages offices	-Low public participation in planning and budget processes.
5	Result orientation	- Existence of a results-based management framework guided by PEPMIS and strategic plan KPIs.	- Weak culture of performance monitoring and timely reporting at departmental levels.
		- Regular performance reviews and reporting cycles.	- Limited use of data and analytics to measure out- comes
		- Improved link- age between planning, budgeting, and performance evaluation.	- Delayed implementation of corrective measures from performance reviews.
		- Increased ac- countability in financial management and project execution.	- Inadequate alignment be- tween individual performance tar- gets and Council goals.

The external environment scan (opportunities and challenges)

As part of the strategic planning process, an assessment of external opportunities and threats was conducted across multiple dimensions. These included Political, Economic, Sociological, Technological, Ecological and Legal/ regulatory trends. The trends are presented in the following matrix:

Table 2.26 Opportunities and Challenges (External analysis)

Opportunities	Challenges
i. Good support from different stakeholders e.g. primary and secondary schools' sports and arts teachers	i. Changes in national policies or leadership priorities can disrupt local planning and resource allocation.
ii. Existing of donor/Development Partners willingness to support various interventions in the council e.g. BARRICK North Mara mining company, RIN Co.LTD, Right to play and RES.Co.LTD	ii. Dependency on external funding weaken the council's ability to sustain projects.
iii. Availability of national strategies documents and policies e.g. National culture policy of 1997 and 1999,	iii. Rapid population growth and migration increase demand for education, health, and housing services beyond current capacity.
iv. Community willingness to participate in development initiatives e.g. community at Nyamwaga primary school dedicating to the leveling project of the sports playgrounds due to gentle slope at the area	iv. Limited ICT infrastructure and high costs of technology adoption slow modernization of service delivery.
v. Availability of natural resources e.g. gold minerals at Nyamongo area	v. Climate change, droughts, floods, and deforestation undermine food security and community resilience.

Opportunities	Challenges
vi. Availability of abundant land resources suitable for various socio-economic activities (E.g. Land for sports activities, preserved land for arts and cultural activities. e. g in some wards like Nyamwaga, Sirari, Komaswa, Muriba and Kwihancha	vi. External market fluctuations, pandemics, and international trade dynamics affect local economic stability.
vii. Presence of private services providers e.g. NMB Bank Nyamwaga branch and CRDB Bank Nyamongo branch	vii. Illegal extraction of minerals and forest resources undermines sustainable management and reduces potential council revenue
viii. Willingness of Central Government to allocate resources to the council	viii. Many local roads are in disrepair, requiring frequent maintenance and rehabilitation to ensure accessibility
ix. Presence of good support from the Regional Secretariat at Mara region	

Key interventions that will address the critical issues

Based on a comprehensive analysis of the current situation, the following key interventions have bben identified to proper Tarime DC toward achiving its Vision and fulfilling its Mission.

Table 2.27 Key interventions to address the critical issues per sector/ divisions.

Na	Sector	Interventions
1	Education sector	Raise community awareness on importance of education to reduce dropout rates
		Promote school feeding to improve attendance and retention.
		Promote adult education and lifelong learning.
		Improve academic performance through monitoring and provision of special incentives to teachers in remote areas

Na	Sector	Interventions
		Enhance continuous professional development for teachers
		Improve academic performance through monitoring and support.
		Sensitize teachers and pupils on the importance of good nutrition from infancy to adulthood.
		Improve learning and teaching environment at all education levels.
2	Livestock and fisheries	Improve genetic potential of livestock through improved bulls, cocks, and artificial insemination.
		Promote utilization of modern livestock and fisheries infrastructure
		Strengthen livestock and fisheries groups/associations
		Improve livestock and fisheries markets.
		Promote income-generating activities to enhance household nutrition and income.
3	Agriculture	Facilitate access to financial resources for farmers.
		Enhance marketing of agricultural products
		Promote climate change mitigation and adaptation practices.
		Improve food preservation techniques for year-round availability of nutritious foods.
		Promote agro-processing and value addition
		Facilitate development and maintenance of irrigation infrastructure.
		Support acquisition of agricultural machinery and inputs
		Mainstream cross-cutting issues (youth engagement, climate change, gender).
4	Community Development, gender	Provide soft loans (10% loans: Youth 4%, Women 4%, PWD 2%).
		Promote awareness and participation of communities in development processes.

Na	Sector	Interventions
	and children	Promote entrepreneurship among income-generating groups.
		Promote community-based nutrition and nutrition-sensitive interventions.
		Mobilize community members, CSOs, FBOs, and groups to identify and act on nutrition issues
5	Planning and Coordination	Promote local economic development initiatives.
		Improve management of data and information for planning and decision making
		Promote Public–Private Partnerships (PPP).
		Formulate strategic projects for employment and revenue generation
		Coordinate council budgeting, planning, reviews, and execution.
		Ensure nutrition interventions are included in all division/unit plans and bud- gets, and monitored.
6	Monitoring and evaluation unit	Monitor development and recurrent budgets and provide timely performance reports
7	Health, Social welfare and nutrition services	Reduce maternal and neonatal mortality rates.
		Construct and upgrade health facilities and infrastructure
		Address shortage of healthcare workers (doctors, nurses, clinicians, lab staff, midwives).
		Strengthen referral systems (equipment, ambulances, buildings)
		Provide Vitamin A supplementation to children 6–59 months.
		Provide Iron–Folate supplementation to pregnant and postpartum women.
		Provide folic acid supplementation be- fore pregnancy.
		Treat malnutrition (acute malnutrition, anemia, micronutrient deficiencies).
		Reduce HIV/AIDS and TB prevalence

Na	Sector	Interventions
		Ensure nutrition is a standing agenda in committees and council meetings.
		Promote community awareness on rights and protection (child protection, GBV, disability).
		Increase support for people with disabilities (PWD).
		Strengthen child protection committees.
		Promote rehabilitation services
		Increase support for elderly, widows, and extremely poor households.
		Address increasing number of OVC and vulnerable households.
		Reduce household poverty levels.
8	Waste management and sanitation	Increase capacity for solid waste collection at household and business areas.
		Promote Public–Private Partnerships (PPP) in solid waste management
9	Human Resources management and Administration	Mainstream good governance in service delivery.
		Improve working environment in all di- visions and units.
		Ensure availability of competent, motivated, and adequate staff
10	Finance and Trade	Strengthen revenue collection strategies.
		Modernize own-source revenue systems and compliance
11	Sport and culture	Maintain and develop sports facilities.
		Promote public participation in sports and cultural activities.
12	Infrastructure	Ensure timely supervision of construction projects (standards, designs, quality assurance).
13	Trade, Investment and Industries	Formalize unregistered businesses to improve regulation and revenue collection
		Promote district-level investment opportunities
		Designate more business areas to reduce disorderly trading.
		Acquire and prepare fully serviced industrial plots (roads,

Na	Sector	Interventions
		water, electricity).

CHAPTER THREE

3 THE FUTURE STRATEGIC DIRECTION

This chapter presents the future strategic direction of the Tarime District Council. It outlines the Council's desired future position through its Vision, Mission, and Core Values, which together define the institution's purpose, aspirations, and guiding principles. Furthermore, the chapter elaborates on the strategic objectives, strategies, and key targets that will guide the Council in effectively implementing its mandate. These elements collectively serve as a roadmap for achieving sustainable social and economic development, ensuring efficient service delivery, and promoting good governance within the district over the planning period.

3.1 Vision statement

"A peaceful, inclusive, and prosperous community with sustainable livelihoods, quality social services, and resilient infrastructure"

3.2 Mission

"To promote inclusive and sustainable socio-economic development by delivering quality services through transparent, accountable, and efficient use of resources."

3.3 Core Values

Core Values represent the guiding principles and ethical standards that define how TDC operates. They shape the Council's culture, guide decision-making, and set expectations for conduct in all engagements. These values express the Council's commitment to good governance, accountability, and the delivery of high-quality services to all stakeholders.

Table 3.1: core values description

No	Core values	Description
1	Equitable Ownership through Representation	We believe in and uphold the principle of people's representation and ownership in setting priorities, allocating resources, and implementing development initiatives.
2	Community Empowerment	We strive to empower communities to identify, prioritize, mobilize resources, implement, monitor, and evaluate development projects within their localities.
3	Transparency	We are committed to conducting all Council affairs with openness, honesty, and transparency at all levels.
4	Effectiveness and Result Orientation	We focus on achieving tangible results and delivering high-quality services that meet community needs and expectations.
5	Efficiency	We are dedicated to utilizing available resources in the most effective and efficient manner to achieve maximum impact.
6	Teamwork	We promote collaboration, coordination, and mutual support in fulfilling our responsibilities and achieving common goals.
7	Action Learning and Flexibility	We value continuous learning and adaptability, embracing new ideas and innovations for improved service delivery.
8	Integrity	We uphold honesty, fairness, and ethical behaviour in all our dealings with communities and stakeholders.
9	Accountability	We are responsible for our actions and committed to transparent reporting on the use of public resources and the results achieved.
10	Pursuit of Excellence	We are committed to achieving the highest standards in our performance and continuously improving the quality of our services.
11	Professionalism	We apply our knowledge, skills, and experience with competence, diligence, and respect in all service delivery processes.
12	Customer Care	We demonstrate courtesy, impartiality, timeliness, and respect in serving our clients and stakeholders.

3.4 Objectives for Tarime District Council

A. HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved.
B. Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained.
C. Access to quality and equitable social services delivery improved.
D. Quality and quantity of social–economic services and infrastructure increased
E. Good governance and administration services enhanced.
F. Social welfare, gender and community empowerment improved.
G. Management of natural resources and the environment enhanced and sustained.
H. Local economic development enhanced.
I. Emergency and disaster management strengthened.
J. Multi-sectoral nutritional services improved.

3.4 OBJECTIVES FOR TARIME DISTRICT COUNCIL

A. HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved.

B. Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained.

C. Access to quality and equitable social services delivery improved

D. Quality and quantity of social – economic services and infrastructure increased

E. Good governance and administration services enhanced

F. Social welfare, gender and community empowerment improved

G. Management of natural resources and environment enhanced and sustained

H. Local economic development enhanced

I. Emergency and disaster management strengthened

Y. multi-sectoral nutritional services improved.

3.5 OBJECTIVES, RATIONALE, STRATEGIES, TARGETS AND EXPECTED OUTCOME

3.5.1 A: HIV & AIDS AND NON-COMMUNICABLE DISEASES (NCDS) INFECTION REDUCED AND SUPPORTING SERVICES IMPROVED.

Objective rationale

The prevalence of HIV & AIDS and the growing burden of Non-Communicable Disease (NCDs) such as diabetes, hypertension, and cancers continue to affect the health and productivity of communities within Tarime District Council. Addressing these health challenges is essential for enhancing human capital, reducing avoidable healthcare costs, and promoting sustainable socio-economic development. This objective therefore focuses on strengthening preventive and promotive interventions, expanding access to quality and integrated health services, increasing community awareness and behaviour change, and improving coordination and partnerships among key stakeholders in the prevention, care and control of HIV & AIDS and NCDs. According to available data, HIV prevalence has declined from 2.4% to 1.42 % over the past five years, indicating positive progress while underscoring the need for sustained and scaled-up efforts.

Table 3.5.1.1 strategies

No	Department	Strategies
1	Administration and Human resource division and Community development division	- Strengthen prevention and awareness campaigns
		- Enhance access to testing and treatment services
		- Promote healthy lifestyle interventions

Table 3.5.1.2 Table 3.5.1.2 Targets

No	Department	Targets
1	Administration and	- Supportive care and services are provided

No	Department	Targets
	Human resource	to 10 staff Living with HIV/AIDS (PLHIV) by June 2031. - 2,715 council staff trained on HIV/AIDS prevention and infection by 2031. - 114 Villages and Wards Committee trained on HIV/AIDS infection and care by June 2031
	Community development	- Community HIV/AIDS incidence reduced from 1.42% to 0% by June 2031
		- Group of people living with HIV/AIDS (PLHA) support increased from 75 to 100 by June 2031

Table 3.5.1.3 Expected outcomes

No	Department	Expected outcomes
1	Administration and Human resource	- Improved access to quality HIV & AIDS and NCD care and treatment services
		- Reduced prevalence and incidence rates of HIV & AIDS and NCDs
		- Increased awareness and positive behavioral change among staff and community members
		- Reduced HIV & AIDS–related stigma and discrimination at work
		- Improved staff productivity and reduced absenteeism due to HIV & AIDS and NCDs
	Community	- Improved community health and wellbeing

No	Department	Expected outcomes
	development	through reduced HIV transmission and strengthened prevention practices.

3.5.2 B: Effective implementation of the national anti-corruption strategy enhanced and sustained;

Rationale

Effective implementation of the National Anti-Corruption Strategy is essential for achieving the aspirations of Tanzania Vision 2050 and other national development frameworks, which emphasize good governance, transparency, accountability, and the rule of law as foundations for sustainable socio-economic transformation. Corruption undermines efficient service delivery, weakens public trust, and distorts the use of public resources, thereby slowing progress toward inclusive growth and improved livelihoods. Strengthening and sustaining anti-corruption measures will enhance institutional integrity, promote ethical conduct, and ensure that public resources are used efficiently and equitably, in line with national goals for a just, prosperous, and well-governed society.

Table 3.5.2.1 strategies

No	Department	Strategies
	Administration and Human resource	- **S**trengthen institutional integrity systems through operationalization of the Integrity Committee and adherence to the Code of Ethics and Conduct.
		- Enhance anti-corruption awareness and training for staff, councilors, and community members.
		- Mainstream NACSAP IV activities into the annual plans and budgets of all departments.
		- Collaborate with PCCB to build capacity, monitor corruption risks, and investigate cases promptly.
		- Establish effective reporting, complaint, and feedback mechanisms at all levels

No	Department	Strategies
		(wards, villages, and council offices).
		- Promote transparency in procurement, recruitment, and financial management processes.

Table 3.5.2.2 Targets

No	Department	Targets
1	Administration and Human resource	- 2,715 council staff sensitized on anti-corruption strategies by June 2031

Table 3.5.2.3 Expected outcomes

No	Division	Expected outcomes
1	Administration and Human resource	- Enhanced transparency and accountability in service delivery.
		- Reduced incidences of corruption and misuse of public resources.
		- Increased public trust and participation in governance.
		- Improved institutional reputation and service delivery efficiency

3.5.3 C: Access to quality and equitable social services delivery improved;

Rationale

Improving access to quality and equitable social services is central to the aspirations of Tanzania Vision 2050, which emphasizes inclusive growth, human development, and social well-being as foundations for a prosperous and middle-income society. The Vision and national service delivery guidelines underscore the need for efficient, responsive, and people-centred public services that reach all segments of the population, including vulnerable and marginalized groups. Enhancing the availability, affordability, and quality of social services such as health, education, water, and social protection will strengthen human capital, reduce inequalities, and promote social cohesion, thereby supporting sustainable socio-economic transformation and improved quality of life for all citizens.

Table 3.5.3.1 sectorial strategies

No	Sector	Strategies
1	Education Sector	- Strengthen construction, rehabilitation, and equipping of pre-primary, primary, and secondary school infrastructure.
		- Promote inclusive education and ensure access for children with disabilities.
		- Strengthen school inspection, monitoring, and community engagement to improve learning outcomes.
		- Facilitate provision of teacher training, recruitment, and retention incentives, especially in rural areas.
		- Establish and implement school feeding programs to improve attendance and retention.
		- Promote use of ICT in teaching, learning, and education management systems.
2	Health sector	- Strengthen primary health care by constructing and equipping health centers and dispensaries.
		- Enhance maternal, newborn, and child health services to reduce mortality rates.
		- Increase access to essential medicines, medical equipment, and qualified health workers.
		- Promote health education campaigns on preventive health, sanitation, and nutrition.
		- Strengthen the fight against HIV/AIDS, tuberculosis, malaria, and Non-Communicable Diseases (NCDs).
		- Improve health information management and digital systems for service delivery.
3	Resource Utilization	- Allocate at least 40% of Council own-source revenue to development projects.
		- Strengthen financial management, transparency,

No	Sector	Strategies
		and accountability systems.
		- Promote results-based management and performance monitoring at all levels.
		- Enhance coordination with central government and development partners for joint financing and project implementation.
4	Environmental and Cross-Cutting Issues	- Mainstream environmental conservation and climate adaptation in all social service programs.
		- Promote use of renewable energy and green building standards in schools and health facilities.
		- Integrate gender equality, HIV/AIDS prevention, and disability inclusion in all service delivery interventions.
5	Water and Sanitation	- Expand access to clean and safe water sources in both rural and peri-urban areas.
		- Strengthen community-based management of water projects to ensure sustainability.
		- Improve sanitation and hygiene through public awareness, WASH programs, and infrastructure.
		- Promote climate-resilient water harvesting and conservation technologies.
6	Agriculture sector	- Promote the adoption of modern and climate-smart agricultural technologies (e.g., use of improved seeds, fertilizers, mechanization, irrigation)
		- Strengthen farmer extension services through capacity building, ICT-based advisory systems, and demonstration plots
		- Facilitate access to reliable agricultural inputs, credit facilities, and agro-insurance schemes for smallholder farmers
		- Develop and rehabilitate irrigation infrastructure, including small-scale irrigation schemes, to ensure all-year-round production
		- Promote value addition and agro-processing for

No	Sector	Strategies
		key crops such as maize, paddy, sesame, sunflower, and horticultural produce
		- Strengthen and expand market linkages through warehouse receipt systems and cooperatives
		- Facilitate the formation and strengthening of farmers' organizations and cooperatives to enhance collective marketing and bargaining power
		- Mainstream environmental sustainability and climate change adaptation in farming practices
		- Encourage private sector investment and Public–Private Partnerships (PPP) in agro-input supply, processing, and marketing
		- Strengthen data collection and monitoring systems for evidence-based agricultural planning and performance tracking
7	Livestock sector	- Strengthen livestock extension services and training for pastoralists and agro-pastoralist
		- Improve access to quality livestock inputs such as veterinary drugs, vaccines, feeds, and breeding stock
		- Promote zero-grazing and modern animal husbandry practices to enhance productivity and reduce land conflicts
		- Establish and rehabilitate livestock infrastructures such as dip tanks, slaughter slabs, and livestock markets
		- Strengthen animal disease surveillance, vaccination campaigns, and veterinary services
		- Promote value addition through processing of meat, milk, hides, and skins
		- Support formation and strengthening of livestock farmers' associations and cooperatives
		- Enhance rangeland management and promote sustainable grazing practices

No	Sector	Strategies
		- Promote private sector participation and Public–Private Partnerships (PPP) in feed production, veterinary services, and processing industries

3.5.3.2 Targets

No	Education sector	Targets
1	Special education	- Enrollment of identified children with special needs increased from 40% to 100% by June 2031
2	Pre and primary schools	- Pre-primary and primary school enrolment rate maintained at 100% by June 2031
		- Female pupils' completion rate increased from 64% to 100%, by June 2031
		- National examinations pass rate increased from 75 to 100 by June 2031
		- Provision of meals to pupils increased from 77% to 100% by June 2031
4	Secondary education	- National examinations pass rate increased from 90% to 100% by June 2031
		- Female students' completion rate increased from 67.2% to 100%, by June 2031
		- Enrolment rate increased from 82.3 to 100 by June 2031
		- Teachers trained in ICT, Pedagogy and curriculum delivery increased from 65% to 100% by June 2031
		- Provision of meals to students increased from 45% to 100% by June 2031
5	Agriculture	- Farmers with agronomic practice skills increased from 16,649 to 25,000 by June 2031
		- Farmers using improved agricultural inputs increased from 16,649 to 25,000 by June 2031
		- Agricultural Marketing Cooperative Societies increased from 16 to 20 by June 2031
		- Cash crop productivity increased from 0.4 tons/Ha to 2.5 tons/Ha by June 2031
		- Food crop productivity increased from 3.5 tons/Ha to 12 tons/Ha by June 2031
		- Horticultural crops and spices area under cultivation increased from 0.8 Ha to 3.8 Ha by June 2031
		- Warehouse Receipt Systems strengthened from 17 to 22 AMCOS by June 2031

No	Education sector	Targets
		- Agricultural extension staff with working facilities increased from 20% to 100% by June 2031
6	Livestock	- Livestock Diseases incidence reduced from 4% to 2% by June 2031
		- Extension officers capacitated from 10 to 74 by June 2031
		- Livestock production and products increased by 5% by June 2031
		- Animals' identification and registration (Utambuzi system) increased from 2% to 95% by June 2031
7	Fisheries	- Fisheries production increased from 0.67 tons to 1.5 tons by June 2031
8	Health sectors	- Maternal mortality rate reduced from 6 to 4 deaths per 100,000 live births by June 2031
		- Neonatal mortality rate reduced from 62 deaths to 43 deaths per 1,000 live births by June 2031
		- Immunization coverage increased from 81% to 96% by June 2031
		- Availability of essential Medicine and Medical Equipment increased from 82% to 90% by June 2031
		- Emergency and critical services department increased from 1 to 2 by June 2031
		- Dental departments increased from 3 to 5 by June 2031
		- Non-Communicable Diseases prevalence rate decreases from 11% to 2% by June 2031
		- Malaria prevalence rate decreased from 34% to 0% by June 2031
		- HIV infection rate decreased from 1.42% to 0% by June 2031
		- Tuberculosis notification rate increased from 11% to 39% by June 2031
		- Medical staff increased from 423 to 1088 by June 2031
9	Sports, Culture and Arts	- National culture, sports and arts promoted and coordinated from 27 to 88 villages by June 2031
10	ICT Unit	- ICT systems accessibility for council offices increased from 26% to 90% by June 2031

No	Education sector	Targets
		- ICT Equipment's and accessories maintained for 100% by June 2031.
11	Waste management and Sanitation	- Communicable Diseases reduced from 70% to 30% by June 2031

Table 3.5.3.3 Expected outcomes

1	Education sector	- Increased access to and retention in pre-primary, primary, and secondary education.
		- Improved literacy, numeracy, and learning outcomes among pupils and students.
		- Improved teaching and learning environment through adequate infrastructure and ICT integration.
		- Increased teacher motivation, competence, and retention—especially in rural areas.
		- Reduced dropout rates and gender disparity in school enrolment and completion.
2	Health Sector	- Reduced prevalence and mortality rates from communicable and non-communicable diseases.
		- Increased access to quality and affordable health care services at all levels.
		- Improved maternal, newborn, and child health outcomes.
		- Strengthened community awareness and participation in health and nutrition programs.
		- Improved health system efficiency through enhanced digital health records and reporting systems.
3	Resource Utilization	- Increased share of development expenditure in total council budget.
		- Improved transparency, accountability, and efficiency in resource utilization.
		- Strengthened performance management and M&E systems across departments.
		- Enhanced collaboration between council, private sector, and development partners in project financing and implementation.
4	Environmental and Cross-Cutting Issues	- Enhanced environmental conservation and resilience to climate change impacts.
		- Increased adoption of green and renewable technologies in public infrastructure.
		- Strengthened gender equality, HIV/AIDS prevention, and inclusion of marginalized groups across all service sectors.
5	Agriculture	- Increased agricultural productivity and yields

	sector	- Increased farmers' income and household food security
		- Strengthened farmers' institutions and cooperatives
		- Enhanced value addition and reduced post-harvest losses
		- Expanded irrigation coverage and reduced dependence on rainfall
		- Improved resilience to climate change
		- Increased private sector participation in agricultural value chains
		- Reduced youth unemployment through agribusiness and entrepreneurship
		- Improved agricultural data management and evidence-based decision-making
6	Livestock sector	- Increased livestock productivity (milk, meat, eggs, hides)
		- Reduced livestock mortality and morbidity rates
		- Improved household income and food security
		- Increased value addition and reduced post-harvest losses
		- Strengthened livestock marketing systems
		- Enhanced private sector participation in livestock value chains
		- Improved capacity of livestock keepers and extension staff
		- Strengthened institutional coordination and monitoring of the livestock sub-sector
7	Fisheries	- Enhanced livelihoods and income generation for fishing communities through increased fishery production
8	Sports, Culture and Arts	- Enhanced community participation and wellbeing through sports, games, and recreational activities

3.5.4 D Quality and quantity of social – economic services and infrastructure increased

Objective rationale

Enhancing the quality and coverage of socio-economic services and infrastructure is critical for the sustainable development of Tarime District. Improved infrastructure—including roads, schools, health facilities, water supply, and energy—facilitates economic activities, access to social services, and overall community well-being. Likewise, improving the quality of services ensures that residents receive effective, equitable, and timely interventions in health, education, agriculture, and other social sectors. This objective directly contributes to Tanzania's Vision 2050 by fostering inclusive economic growth, reducing poverty, strengthening human capital, and promoting a resilient and modern district capable of supporting sustainable development.

Table 3.5.4.1 strategies

No	Sectors	Strategies
1	Education, Livestock, Health, Agriculture, Fisheries and	- Enhance Community Participation in District Development Initiatives
		- Strengthen Stakeholder Engagement in Development Programmes and Projects
		- Ensure infrastructure designs incorporate climate-resilient standards.
		- Build capacity of technical staff in infrastructure design, monitoring, evaluation and maintenance.
		- Provide trainings on procurement, contract management and project supervision.
		- Integrate socio-economic infrastructure priorities into district development plans.

Table 3.5.4.2 targets

No	Sectors	Targets
1	Primary education	- Pre-Primary and Primary schools physical infrastructures increased from 75% to 95% by June 2031
		- 5 Pre and Primary schools physical infrastructures rehabilitated by June 2031
2	Secondary education	- Secondary schools physical infrastructures increased from 69% to 95% by June 2031
		- 5 Secondary schools physical infrastructures rehabilitated by June 2031
3	Health sector	- Health facilities infrastructure increased from 67% to 90% by June 2031.
4	Agriculture	- Agricultural infrastructure facilities increased from 30 to 80 by June 2031.
5	Livestock	- Functional livestock infrastructure facilities increased from 56 to 72 by June 2031.

No	Sectors	Targets
6	Human resource and Administration	- Ten (10) wards and villages offices constructed by June 2031
		- Ten (10) staff houses constructed by 2031
		- 18 Council administrative infrastructures constructed by June 2031
7	Infrastructure of rural and urban development	- Quality of constructed and rehabilitated infrastructures improved from 80% to 100% by June 2031
8	Sports, Culture and arts unit	- Sports and arts infrastructures increased from 27 to 88 villages by June 2031

Table 3.5.4.2 expected outcomes

No	Sectors	Expected outcomes
1	Education, Health, Agriculture and Livestock, Administration	- Improved Community Participation and Ownership
		- Strengthened Stakeholder Collaboration and Coordination
		- Enhanced Access to Quality Social Services
		- Improved Economic Opportunities and Productivity
		- Increased Council Revenue and Financial Sustainability
		- Strengthened Governance and Accountability
		- Improved Environmental Sustainability and Climate Resilience

3.5.5 E. Good governance and administration services enhanced

Objective rationale

Enhancing good governance and administrative services is central to the aspirations of Tanzania Vision 2050, which identifies effective leadership, transparency, accountability, and adherence to the rule of law as key enablers of sustainable socio-economic transformation. Vision 2050 and national governance frameworks, including the National Good Governance Framework, Public Service Reform Programme, and Local Government Service Delivery Guidelines, emphasize efficient, responsive, and citizen-centred public administration to improve service delivery and strengthen public trust. Strengthening governance systems and administrative capacity will promote integrity, prudent management of public resources, and inclusive decision-making, thereby creating a conducive environment for development, investment, and social cohesion in line with national development goals.

Table 3.5.5.2 Strategies

No	Divisions and Units	Strategies
1	Audit	Strengthen internal control systems, audits, and compliance mechanisms.
2	Administration and Human resource	Implement continuous professional development, coaching, mentorship, and skills upgrading.
		Improve staff welfare, motivation and working conditions to enhance productivity.
		Enhance Administrative Efficiency and Service Delivery Systems
3	Finance and accounts	Strengthen Financial Management and Revenue Administration
4	Procurement	Enhance Procurement, Contract Management, and Compliance
5	Planning and Coordination	Improve Planning, Monitoring, Evaluation and Reporting Systems
		Strengthen Risk Management
		Strengthen Stakeholder Coordination and Partnerships
6	Communication	Strengthen Communication, Information Sharing, and Public Relations
7	Industries, Trade and Investments	Enhance favorable business environment for industrialization trade, marketing and investment involvement

Table 3.5.5.2 Targets

No	Department/Units	Targets
1	Audit	Audit reports prepared and submitted timely to the

No	Department/Units	Targets
		relevant authorities by June 2031.
		Risk-based audits conducted at all levels of the Council by June 2031.
2	Administration and Human resource	Conducive working environment improved to 2,715 staff by June 2031
		12 Workers' council meeting conducted annually by June 2031
		510 statutory council meetings conducted by 2031
		520 Statutory meetings in 26 wards conducted by June 2031
		7040 Statutory meetings in 88 villages conducted by June 2031
		Statutory allowances paid to 36 counselors ensured by June 2031
3	Finance and accounts	Own Source revenue collection increased from TZS 19,900,000,000.00 to 25,000,000,000.00 by June 2031.
		Management and Administration of Finance Expenditure strengthened by June, 2031
		5 Comprehensive annual final account reports produced by June 2031
		Ten (10) point of Revenue collection constructed by June 2031
4	Procurement	Five (5) Annual Procurement plan prepared by June, 2031
		Twenty (20) tender board meetings facilitated by June 2031
		Five hundred (500) tenders evaluated by June 2031
		500 contracts documents prepared by June 2026
		Eight (8) staff capacitated on the Public Procurement Act (PPA) and its amendments by June 2031.
5	Planning and Coordination	Council plans and budgets prepared and consolidated annually by June 2031

No	Department/Units	Targets
		95% of identified risks in projects and plans mitigated by June 2031
		100% of ongoing projects monitored and evaluated against milestones by June 2031
		100% of quarterly and annual reports submitted on time and approved by relevant authorities by June 2031
		Council socio-economic profile prepared and updated by June 2031
		Coverage and effectiveness of data collection improved from 45% to 85% by June 2031.
		Community participation in planning processes increased from 60% to 95% by June 2031
6	Government Communication Unit	Council social Media viewers increased up to 10,000 by June 2031
		Public awareness of government programs and services increased up to 100% by June 2031
7	Industries, Trade and Investments	Statutory benefit and conducive working environment to 3 staff by June 2031
8	Legal unit	Council legal matters addressed 100% annually by June 2031.
		Alternative Dispute Resolution (ADR) utilization increased from 60% to 90% by June 2031.
		By-laws reviewed and enacted in compliance with legal requirements by June 2031.
		234 ward tribunal members trained on legal administration practice by June 2031
		Legal and social issues resolved through the Mama Samia Legal Aid Campaign increased from 300 to 1500 by June 2031.
		704 village tribunal members trained on legal administration practices by June 2031
		Conducive working environment improved to 4 staffs by June 2031.
9	ICT Unit	Conducive working environment improved for 5 staffs by June 2031.
10	Monitoring Unit	Council plans evaluated and monitored by June 2031
		Data quality assurance and standards enhanced by June

No	Department/Units	Targets
		2031
11	Election Unit	Free and fair election enhanced by June 2031
12	Research and innovation	Evidence based practices enhanced through research and innovation for quality service delivery by June 2031

Table 3.5.5.3 expected outcomes

No	Department and Units	Expected outcomes
1	Audit	- Improved Risk Management, Safety and Institutional Resilience
2	Administration	- Enhanced staff skills, professionalism and productivity through continuous capacity building.
		- Improved staff morale, discipline and work environment.
		- Effective performance management systems resulting in better service delivery
3	Finance and accounts	- Improved accuracy, timeliness and reliability of financial records and reports.
		- Reduced financial leakages through effective internal controls and digital revenue systems.
4	Procurement	- Enhanced fairness, competition and value for money in procurement decisions.
5	Planning and Coordination	- Strengthened Planning, Monitoring, Evaluation and Reporting
6	Communication	- Improved Communication, Information Sharing and Public Engagement
7	Industries, Trade and Investments	- Favorable business environment for industrialization, trade, marketing and investment development
8	Legal unit	- Enhanced Legal Compliance in the District

3.5.6 F.Social welfare, gender and community empowerment improved

Objective rationale

This objective aligns with Vision 2050, which emphasizes inclusive, equitable, and sustainable socio-economic development to improve the quality of life for all citizens. Enhancing social welfare ensures that vulnerable groups—such as children, women, the elderly, and persons with disabilities—have access to essential services and social protection. Promoting gender equality and women empowerment supports national goals for equitable participation in economic, social, and political spheres, fostering productivity and resilience at the community level. Community empowerment strengthens local participation in decision-making, resource management, and development planning, which is consistent with participatory development principles outlined in Tanzania's community development policies and guidelines. By integrating social welfare, gender equality, and community empowerment, the council ensures sustainable and inclusive growth, reduces inequalities, and contributes to the long-term objectives of Vision 2050.

No	Sector	Targets
1	Community Empowerment	- Access to loans by community-economic groups increased from 254 to 500 by June 2031
		- Registered community microfinance groups increased from 2,520 to 3,320 by June 2031
		- Community microfinance groups received entrepreneurship training increased from 2,492 to 3,320 by June 2031.
		- Small business traders accessing government soft loans increased from 145 to 600 by June 2031
		- Households living in extreme poverty reduced from 7,922 to 922 by June 2031
		- Prevalence of harmful norms, values, cultural practices, and traditions reduced by June 2031
		- Coordination of Non-Governmental Organizations (NGOs) strengthened for 100% by June 2031
2	Social welfare	- Under 5 birth registration increased from 50% to 80% by June 2031

No	Sector	Targets
		- Care and support of elderly people improved from 65% to 80% by June 2031
		- Access to social services among persons with disabilities increased from 30% to 50% by June 2031
		- GBV incidences reduced from 72% to 50% by June 2031
		- Awareness on elderly rights and protection increased from 50% to 80% by 2031.
		- Proportion of children receiving maintenance increased from 60% to 80% by June 2031.
		- Matrimonial cases reduced from 80% to 50% by June 2031
		- Access to mental health and psychological services for survivors increased from 70% to 90% by June 2031
		- Incidence of children in conflict with the law decreased from 20% to 5% by June 2031

Table 3.5.6.3 Expected outcome

No	Sector	Expected outcomes
1	Community Empowerment	- Increased participation of women, youth, and PWDs in economic and decision-making processes.
		- Reduced vulnerability among orphans, elderly, and people with disabilities through social protection programs.
		- Strengthened community ownership of development projects.
		- Increased household income and employment opportunities through community-based initiatives.
2	Social welfare	- Enhanced Response to Gender-Based Violence and Child Protection Case
		- Enhanced Institutional Capacity for Social Welfare

No	Sector	Expected outcomes
		Delivery
		- Improved Identification and Support of Vulnerable Populations
		- Strengthened Community Structures for Social Protection

3.5.7 G: Management of natural resources and environment enhanced and sustained

Objective Rationale

Effective management of natural resources and environmental conservation is critical for ensuring sustainable socio-economic development, improving community livelihoods, and maintaining ecosystem integrity. The Tanzania Development Vision 2050 and the Fourth Five-Year Development Plan (FYDP IV) emphasize sustainable natural resource use and resilience against climate change as essential drivers for inclusive growth and poverty reduction.

Tarime District Council (TDC) is endowed with valuable natural resources, including fertile land, forests, rivers, and wildlife. However, these resources are under increasing pressure from deforestation, unsustainable agricultural practices, land degradation, and unregulated grazing, especially on the slopes of highlands and along riverbanks. Deforestation has intensified drought frequency, disrupted water sources, and increased soil erosion. Additionally, poor waste management and low public awareness of environmental conservation have worsened environmental degradation.

To ensure long-term sustainability, TDC aims to strengthen the management of natural resources through integrated, participatory, and community-based approaches that align with national and international commitments such as SDG 13 (Climate Action) and SDG 15 (Life on Land). Interventions will focus on promoting afforestation, improving solid waste management, strengthening environmental governance, and fostering eco-friendly livelihoods. The successful implementation of these interventions will result in a clean, green, and climate-resilient district, reduced flooding, restored ecosystems, and improved quality of life for current and future generations.

Table 3.5.7.1 Strategies

No	Sector	Strategies
	Natural resources and environment	Strengthen Natural Resource Governance and Enforcement
		Promote Afforestation and Reforestation Initiatives
		Enhance Waste Management and Pollution Control
		Increase Community Awareness and Participation
		Promote Climate Change Adaptation and Resilience
		Strengthen Multi-sectoral Coordination and Partnerships

Table 3.5.7.2 Targets

No	Sector	Targets
1	Forest management	- 7,500,000 trees planted in 88 villages by June 2031
2	Wildlife management	- Human–Wildlife conflicts reduced from 20% to 5% by June 2031
3	Beekeeping	- Bee productivity increased from 30 tons to 45 tons by June 2031.
4	Environmental Conservation	- Environmental conservation enhanced and sustained in 26 wards by June 2031

Table 3.5.7.3 expected outcome

No	Sector	Outcome
1	Forest management	Improved environmental sustainability, climate resilience, and livelihoods through expanded forest cover and tree-based resources
2	Wildlife management	Enhanced community safety and biodiversity conservation through reduced human–wildlife conflicts and improved coexistence
3	Beekeeping	Increased household incomes and local economic growth

3.5.8 H Local economic development enhanced

Objective rationale

Tanzania Development Vision 2050 promotes a competitive, inclusive, and sustainable economy driven by innovation and industrial growth, reinforced by FYDP IV and the global development agenda to 2031. To align with these priorities, Tarime District Council must strengthen Local Economic Development (LED) and effectively implement the SME policy framework.

SMEs are key drivers of employment and income but face constraints such as high regulatory costs, limited finance, weak market access, and inadequate institutional support. Strengthening SME development and LED initiatives is therefore essential for boosting productivity, promoting inclusive growth, and achieving national development goals.

Table 3.5.8.1 Strategies

No	Sector	Strategies
1	Trade, Investment and Industries	- Strengthen investment promotion and facilitation
		- Promote value addition and agro-processing industries
		- Enhance business environment and regulatory framework
		- Improve trade infrastructure
		- Promote entrepreneurship and innovation
		- Leverage Public-Private Partnerships (PPPs

Table 3.5.8.2 Target

No	Department	Targets
1	Trade, Investment and Industries	- Local and foreign investors increased from 29 to 100 by June 2031
		- Small scale industries increased from 390 to 1,200 by June 2031
		- Middle scale industries increased from 17 to 50 by June 2031
		- Areas for industrial development earmarked

No	Department	Targets
		increased from 6,770 Ha to 9000 Ha by June 2031
		- Number of registered businesses increased from 4772 to 6,200 by June 2031
		- 3 large scale industries established by June 2031
		- 5 PPP for private sector socio-economic infrastructure development inclusion formulated by June 2031
		- Council investment profile reviewed and operationalized by June 2031

Table 3.5.8.3 expected outcomes

No	Sector	Expected outcomes
1	Trade, Investment and Industries	- Increased local and foreign investment in key economic sectors.
		- Expanded small and medium enterprises (SMEs) and other industries.
		- Improved trade infrastructure (markets, warehouses, and industrial sites).
		- Enhanced employment opportunities and household incomes.
		- Strengthened business environment and regulatory framework for investment.
		- Increased revenue generation from trade and industrial activities.
		- Improved value addition and processing of agricultural and livestock products.

3.5.9 H Emergency and disaster management strengthened

Objective Rationale

Tanzania Vision 2050 and the Fourth Five-Year Development Plan (FYDP IV) emphasize building a *resilient and adaptive society* capable of preventing, mitigating, and effectively responding to disasters. Disasters whether natural (such as floods, droughts, landslides, and epidemics) or human-induced (such as fire outbreaks, accidents, or poor waste management) — continue to threaten lives, infrastructure, and economic stability. Tarime TDC remains vulnerable to seasonal floods, droughts, wildfires, and disease outbreaks, primarily due to environmental degradation, poor land use practices, rapid urbanization, and limited disaster preparedness capacity. These hazards have resulted in property loss, displacement, and interruptions in social and economic services, undermining the Council's development efforts. To address these challenges, TDC aims to strengthen institutional capacity for emergency preparedness, response, and recovery, promote community awareness, and establish early warning and coordination systems to minimize disaster impact and enhance resilience. The Council will also mainstream disaster risk reduction (DRR) into sectoral plans and promote inter-sectoral collaboration among departments, development partners, and communities. This approach ensures timely and coordinated responses to emergencies while safeguarding human life, public assets, and the environment.

Table 3.5.9.1 strategies

No	Division	Strategies
1	Planning and Coordination	Establish and strengthen disaster management committees at Council, Ward, and Village
		Mainstream disaster risk reduction (DRR) and climate adaptation into sectoral plans and budgets.
		Develop and operationalize an early warning and information dissemination system.
		Conduct continuous public awareness and education campaigns on disaster preparedness and mitigation.
		Train local emergency response teams and volunteers in disaster response and recovery operations.
		Enhance coordination mechanisms with the Prime Minister's Office – Disaster Management Department, Red Cross, and other agencies.
		Improve infrastructure resilience by enforcing construction standards in flood-prone and disaster-risk zones.

Table 3.5.9. 2 Targets

No	Department	Targets
1	Planning and Coordination	- Developed Disaster Management Strategy operationalized Annually by June 2031.

Table 3.5.9. 2 Expected outcomes

No	Department	Expected outcome
1	Planning and coordination	- Improved disaster preparedness and response capacity at all levels.
		- Enhanced resilience of communities to natural and human-induced disasters.
		- Increased institutional capacity for disaster risk reduction (DRR) and management.
		- Strengthened coordination and communication mechanisms in disaster management.

3.5.10 M- Multi- Sectoral Nutritional Services Improved.

Rationale

This objective responds to Tanzania's National Multisectoral Nutrition Action Plan (NMNAP II 2021/22–2025/26), the National Food and Nutrition Policy, the Health Sector Strategic Plan V (2021–2026), the National Agriculture Policy (2013) on nutrition-sensitive agriculture, the Third National Five-Year Development Plan (2021/22–2025/26) and the Tanzania Mainland Food-Based Dietary Guidelines (2023). These national instruments require coordinated, district-level action across health, agriculture, education, WASH and social protection to reduce malnutrition and improve diet quality

Table 3.5.10. 1 Strategies

No	Sectors	Strategies
1	Multi sectors (Agriculture, education, Health, community development, water)	- Enforce national and council nutrition-related by-laws (e.g., school meals, food hygiene, breastfeeding protection).
		- Mobilize resources and partnerships for nutrition
		- Integrate nutrition into school feeding programs and ensure meals meet

No	Sectors	Strategies
		dietary standards.
		- Train multi-sectoral district and ward staff (Health, Agriculture, Education, Community Development, Water) on nutrition planning and implementation.
		- Integrate WASH (Water, Sanitation, and Hygiene) interventions
		- Enhance nutrition education, behavior change and community awareness
		- Support production and consumption of diverse, nutrient-rich foods (vegetables, fruits, legumes, small livestock, and fish).
		- Promote biofortified and high-nutrient crops (e.g., orange-fleshed sweet potatoes, iron-rich beans).
		- Improve delivery of nutrition-specific services in the health sector
		- Strengthen District Nutrition Steering Committee (DNSC) and Ward Nutrition Committees

Table 3.5.10.2 targets

No	Sector	Targets
1	Multi sectors (Agriculture, education, Health, community development, water)	- Vitamin A supplementation coverage increased from 70% to 95% by June 2031.
		- Infants born with low birth weight reduced from 1.58% to 1.2% by June 2031.
		- Livestock production and products increased by 5% by June 2031
		- Stunting children aged 0 months to 59 months decreased from 21% to 10% by June 2031.
		- Incidence of wasting decreased from 26 to 15

No	Sector	Targets
		cases by June 2031.
		- Availability of Nutrition Commodities strengthened from 72% to 95% by June 2031.
		- School Feeding Program improved from 77% to 100% by June 2031
		- Pregnant women with anaemia decrease from 1.2% to 0.1% by June 2031.
		- Nutritional Governance and response improved from 85% to 95% by June 2031

Table 3.5.10.3 Expected outcomes

No	Sector	Expected outcomes
1	Multi sectors (Agriculture, education, Health, community development, water)	- Improved coordination of multi-sectoral nutrition actions at district and ward levels.
		- Reduced prevalence of stunting, wasting, and micronutrient deficiencies.
		- Increased proportion of households consuming diversified diets.
		- Enhanced capacity of council departments and staff to deliver nutrition services.
		- Strengthened community ownership and participation in nutrition initiatives.
		- Improved maternal health and pregnancy outcomes

CHAPTER FOUR

4 IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORK AND REPORTING SYSTEM OF THE STRATEGIC PLAN

4.1 Implementation

This section outlines the essential link between the activities of the Tarime District Council and the strategic objectives that advance its vision and mission. Implementation begins with a comprehensive sensitization campaign to raise awareness and educate community members about key planning guidelines. This foundational step enables citizens to meaningfully participate in the delivery of council services—both through financial contributions and active involvement in development initiatives and social services within their communities.

A critical stage in the implementation process involves empowering community members and stakeholders to participate in planning and decision-making on matters that influence their daily lives. Once the Council formulates project and programme proposals, they are submitted to the central government for review and approval. Approved proposals are returned to the Council for the development of detailed strategic and operational plans. In cases where proposals are rejected, the Council receives feedback to guide revisions and improve the quality of plans.

The District Executive Director (DED), as the Chief Executive Officer of TDC, holds overall responsibility for implementing the Strategic Plan for the period 2026/2027 – 2030/2031. The DED will lead the implementation, monitoring, evaluation, and reporting processes and, supported by the Management Team, will provide periodic reports to the Full Council on the progress and performance of the strategic plan.

To ensure effective coordination across all Result Areas, the Planning and Coordination unit will provide strong oversight for implementation, monitoring, and evaluation. Each Division and Unit, working closely with internal and external stakeholders, will be responsible for the day-to-day execution of activities derived from the targets of this strategic plan. These activities will be integrated into the Medium Term Expenditure Framework (MTEF) to ensure their alignment with annual budgeting and implementation processes.

Assumptions for Effective Implementation of the 2026/2027–2030/2031 Strategic Plan

The successful implementation of the Strategic Plan is based on the following assumptions:

- Existence of effective financial controls and procurement systems that promote efficiency, effectiveness, and compliance with procurement legislation.
- Adequate human resource management, including attraction, retention, capacity development, and succession planning.
- Functional performance management and measurement systems that support the achievement of annual targets.
- Compliance of service providers and stakeholders with relevant laws, regulations, and guidelines.
- Absence of political interference that undermines the Council's mandate.
- Sustained harmonious and cooperative relationships between the Council and key stakeholders.
- Planned revenues and expenditures reflect actual financial performance in each fiscal year.
- Approval and operationalization of new revenue sources during the plan period.
- Gradual increases in personnel emoluments and subventions from the central government.
- Existence of effective internal arrangements and mechanisms for implementation.
- Availability and procurement of working tools, equipment, and capital assets.
- Continued conducive political and socio-economic environment at national and local levels.
- Ongoing commitment of stakeholders to support and respond to community and customer needs.
- Timely disbursement of funds from the central government and development partners.

- Continued provision of policy direction, technical support, guidelines, and financial assistance from the central government.
- Stable and improving national economic growth.
- Continued good leadership at the Council level.
- Positive stakeholder response to environmental conservation initiatives within the district.

4.2 Monitoring and Evaluation

Monitoring and evaluation (M&E) are critical management tools that allow an organization to track changes over time as a result of specific levels of investment. The system helps show how all interventions are combined to achieve the desired impact on service delivery levels. In pursuit of attaining the vision of the institution, the M&E provides regular feedback on implementation performance to management, attributed by the Government's thirst to ensure public funds are utilized properly and ultimately attaining value for money, accountability, and transparency in development interventions.

4.3 Monitoring plan

Monitoring is a recurring task that begins during the planning stage of an SP. Monitoring enables the documentation of results, processes, and experiences, which can then guide decision-making and learning. The information gathered through monitoring is used for evaluation. During the Strategic Planning cycle, the council will monitor the plan and conduct regular monitoring to trace the progress. This will entail conducting quarterly progress, semi-annual, and annual progress assessments. The reviews will track progress on the implementation of the milestones and targets. The monitoring and Evaluation framework will be prepared to guide the tracking process and resource allocation.

4.4 Types of Monitoring

The Monitoring and Evaluation (M&E) Unit will focus on the following key types of monitoring to ensure effective implementation of the Council’s strategic plan and projects:

4.4.1 Compliance Monitoring

This form of monitoring assesses whether all ongoing projects adhere to government and donor regulations, grant and contract conditions, local government laws, ethical standards, and expected performance results. For example, strategic projects such as the construction of the municipal market may be monitored to confirm compliance with national construction and safety standards.

4.4.2 Process (Activity) Monitoring

Process monitoring examines how inputs and resources are utilized, tracks the progress of activities, and assesses the delivery of outputs. It focuses on the efficiency of implementation—particularly the effective use of time, resources, and procedures to ensure activities are being delivered as planned.

4.4.3 Beneficiary Monitoring

Beneficiary monitoring captures the perceptions, feedback, and satisfaction levels of individuals or groups benefiting from social service delivery. It includes gathering information on beneficiaries' experiences, participation, treatment, access to resources, and the extent to which services contribute to positive change.

4.4.4 Results Monitoring (Tracking Effects and Outcomes)

Results monitoring evaluates whether project implementation aligns with the Council’s vision and mission. It tracks progress across outputs, outcomes, and impacts while identifying any unintended positive or negative effects. This form of monitoring works closely with evaluation processes to ensure that all projects remain on track and contribute meaningfully to the intended development results.

4.5 Evaluation Plan

Evaluation is a systematic, objective, and evidence-based process used to determine the extent to which a plan or intervention has achieved its intended results. The Strategic Plan will undergo a comprehensive evaluation after two and a half years to assess progress toward its objectives. This process will enable the

Council to draw conclusions about the plan's relevance, effectiveness, efficiency, impact, and sustainability.

The Evaluation Planning Cycle aims to verify whether the interventions implemented and outputs delivered have contributed to the expected outcomes outlined in the Strategic Plan. The evaluation will be conducted in two phases:

4.5.1 Phase I: Mid-Term Evaluation

A mid-term evaluation will be carried out by an internal evaluation team using the Council's established Monitoring and Evaluation (M&E) framework. This assessment will focus on identifying progress made, challenges encountered, and areas requiring adjustment to ensure successful implementation during the remaining period.

4.5.2 Phase II: End-of-Term Evaluation

At the end of the five-year implementation period, a comprehensive external evaluation will be undertaken. Independent evaluators will assess overall performance, validate results, and provide recommendations for future planning and decision-making.

4.6 Approaches for Delivering Monitoring and Evaluation (M&E) Outputs

Effective implementation of the Strategic Plan will rely on a combination of coordinated M&E approaches. These approaches aim to ensure timely oversight, promote accountability, and generate reliable evidence for decision-making. The key approaches include:

(i) Control

Control involves systematic oversight of the use of institutional resources. This includes financial oversight, procurement integrity, and human-resource management. The approach will apply existing Government financial control systems to ensure that resources are used efficiently, transparently, and in accordance with established procedures.

(ii) Inspections

Routine inspections and follow-up visits will be conducted to assess progress on implemented interventions. Inspection findings will be documented and integrated into the overall monitoring and evaluation reports. The M&E Unit will lead supervision of key strategic projects, including expenditure tracking and verification of implementation progress.

(iii) Reviews

The performance of Strategic Plan interventions will be reviewed annually to determine implementation progress. A comprehensive midterm review will be conducted halfway through the implementation period. Annual and midterm reviews will utilize diverse methods such as interviews, focus group discussions (FGDs), consultative meetings, and other participatory techniques. To support this process, the M&E Unit will develop standardized review tools and methodologies.

(iv) Use of Data Management Systems

The M&E system will continue to utilize Government-established Management Information Systems (MIS) for routine data and information collection across all implementation levels. These systems will facilitate timely tracking of inputs, outputs, and outcomes to support evidence-based monitoring and evaluation.

(v) Desk Review

Desk reviews—also referred to as secondary data analysis—will involve examining existing documentation such as reports, studies, and journals produced by stakeholders. This method enables the M&E Unit to obtain reliable information and develop a broader understanding of program performance without conducting field activities.

(vi) Surveys

Surveys will be used to generate primary data on the performance of the Strategic Plan at the levels of outputs, outcomes, and impact. These surveys will target staff and selected institutional stakeholders to provide insights into implementation achievements and challenges.

(vii) Commissioned Studies

Commissioned studies will be undertaken in collaboration with external experts or consultants. These studies may employ mixed methods—using both primary and secondary data—to generate in-depth and credible evidence on performance. The findings will inform continuous improvement and strategic decision-making.

4.7 Use of performance indicators

During all evaluation stages, performance indicators will be used to demonstrate the extent of progress in implementing the Strategic Plan. These indicators will serve as the basis for determining success or failure and for identifying areas requiring improvement.
Indicators will include:

- **Quantitative measures** (e.g., number of beneficiaries served, number of outputs delivered, resource utilization levels), and
- **Qualitative measures** (e.g., stakeholder feedback, challenges, complaints, and observed changes).

These indicators will guide data collection, selection of appropriate evaluation tools, and identification of reliable information sources.

4.8 Purpose of the Evaluation

The evaluation processes will primarily aim to:

- Assess whether the Council is effectively mobilizing and utilizing resources in a justifiable and efficient manner.
- Determine the reasons behind the success or failure in meeting planned implementation targets.
- Establish whether implementation efforts are generating the intended outcomes, contributing to the Council's Mission, Vision, and long-term development priorities.

4.9 Review

The review of the TDC Strategic Plan is an essential component of ensuring that the Council remains on course toward achieving its mission, strategic objectives, and long-term development aspirations in line with national and global agendas such as TDV 2050 and the Sustainable Development Goals (SDGs 2030). The review process strengthens institutional learning, accountability, and adaptive management by integrating feedback generated through ongoing monitoring and evaluation activities. Strategic Plan reviews will be conducted at three levels.

- **Annual reviews** will focus on tracking progress, identifying emerging performance gaps, and making timely adjustments to maintain alignment with priority development outcomes.
- A **comprehensive mid-term review**, conducted after two and a half years, will provide an in-depth assessment of implementation performance, resource utilization, and the effectiveness of interventions, and will generate actionable recommendations for the remaining implementation period. At the end of the five-year cycle, a
- **Final strategic plan review** will be undertaken, providing a holistic assessment of achievements, challenges, and lessons learned to inform the next planning cycle.

Through this structured review process, the Council reaffirms its commitment to continuous improvement, evidence-based decision-making, and results-oriented delivery as it works toward sustainable socio-economic development and the realization of shared long-term goals.

Table 4.5.4.1 Planned Reviews of the Strategic Plan

No	Years	Planned reviews	Time frame	Responsible
1	2026/27	Annual performance review	June 2027	Head of Monitoring and evaluation Unit
2	2027/28	Annual performance review	June 2028	
3	2028/29	Mid-Term review	June 2029	

No	Years	Planned reviews	Time frame	Responsible
4	2029/30	Annual Performance review	June 2030	
5	2030/31	Final TDC outcome review	June 2031	

4.10 Internal Reporting System

To ensure effective oversight and control during the implementation of this Strategic Plan, a structured internal reporting system will be established and adhered to throughout the implementation period. This system is designed to facilitate timely decision-making, enhance accountability, and support continuous performance monitoring across all Council functions.

Under this District Council Strategic Plan, six key internal reports will be routinely prepared and submitted to the respective committees for review and action. These reports are as follows:

- Council Procurement Report
- Council Audit Report
- Council Human Resources (Workers) Report
- Council Fraud and Risk Management Report
- Council Progress Implementation Report
- Council Finance and Administration Report

(Refer to *Table 4.5.5.1* for a detailed breakdown of reporting timelines and responsible units.)

Table 4.1 internal reporting

No.	Type of Report	Recipient	Frequency	Responsible Person
1	Development Projects Progress Reports	Council Management,	Quarterly	DPLO

No.	Type of Report	Recipient	Frequency	Responsible Person
2	Human Resource and Administrative Report	Finance Committee, Full Council	Quarterly	DAHRMO
3	Complaints Handling Reports		Quarterly	DAHRMO
4	Comprehensive Council Health Progress Report (CCHP)		Quarterly	DMO
5	Internal Audit Report		Quarterly	DIAO
6	ICT Development Report		Quarterly	DICTO
7	Quarterly Procurement Report		Quarterly	DPMO
8	Quarterly monitoring reports		Quarterly	HMEU
9	Annual Procurement Report		Annually	DPMO
10	Ruling Party Manifesto Progress Report (ILANI)		Semi annual	DPLO
11	Legal Implementation report		Quarterly	DLO
12	Education Development Report		Quarterly	DPPEO and DSEO

ANNEXES

ANNEX I: STRATEGIC PLAN MATRIX

Objectives	Section/Unit	Target	Performance indicators	Means of verification	Responsible
A: **Hiv & aids and non-communicable diseases (ncds) infection reduced and supporting services improved.**	Administration and Human resource	-Supportive care and services are provided to 10 staff Living with HIV/AIDS (PLHIV) by June 2031.	Number of staff living with HIV receiving support	Human resource quarterly report	DAHRMO
		-2,715 council staff trained on HIV/AIDS prevention and infection by 2031.	Number of awareness programs on HIV, AIDS conducted		
		-114 Villages and Wards Committee trained on HIV/AIDS infection and care by June 2031	Number of Villages and Wards Committee trained on HIV/AIDS infection		
	Community development	Community HIV/AIDS incidence reduced from 1.42% to 0% by June 2031	% of the HIV/AIDS reduced	Awareness programs report	DCDO
		-Group of people living with HIV/AIDS (PLHA) support increased from 75 to 100 by June 2031	Number of People living with AIDS Supported		

Objectives	Section/Unit	Target	Performance in- dicators	Means of verification	Responsible
B: Effective implementation of the national anti-corruption strategy enhanced and sustained;	Administration and Human resource	-2,715 council staff sensitized on anti-corruption strategies by June 2031	Number of staff sensitized on anticorruption	Intergrity committee implementation report Corruption Awareness reports	DAHRMO

Objective	Section/ Unit	Target	Key performance indicators	Means of verification	Responsible
C: Access to quality and equitable social services delivery improved;	Special education	- Enrollment of identified children with special needs increased from 40% to 100% by June 2031	Annual enrollment percentage	Quarterly primary education progress report	DPPEO
	Pre and primary schools	-Pre-primary and primary school enrolment rate maintained at 100% by June 2031 -Female pupils' completion rate increased from 64% to 100%, by June 2031 -National examinations pass rate increased from 75 to 100 by June 2031 -Provision of meals to pupils increased from 77% to 100% by June 2031	Annual enrolment percentage Female Student completion rate Examination pass rate Proportion of pupils receiving meals (%)	Quarterly primary education progress report	DPPEO
	Secondary education	-National examinations pass rate increased from 90% to 100% by June 2031 -Female students' completion rate increased from 67.2% to 100%, by June 2031	-National examination pass rate -Female students' completion rate (%)		

Objective	Section/ Unit	Target	Key performance indicators	Means of verification	Responsible
		-Enrolment rate increased from 82.3 to 100 by June 2031 -Teachers trained in ICT, Pedagogy and curriculum delivery increased from 65% to 100% by June 2031 -Provision of meals to students increased from 45% to 100% by June 2031	-Annual Enrolment Rate Percentage of teachers trained on curriculum delivery methods -Percentage of students receiving school meals		
	Agriculture	-Farmers with agronomic practice skills increased from 16,649 to 25,000 by June 2031 -Farmers using improved agricultural inputs increased from 16,649 to 25,000 by June 2031 -Agricultural Marketing Cooperative Societies increased from 16 to 20 by June 2031 -Cash crop productivity increased from 0.4 tons/Ha to 2.5 tons/Ha by	-Number of farmers trained in improved agronomic practices -Number of farmers using improved seeds, fertilizers, and agro-inputs -Number of registered and operating AMCOS -Productivity rate of cash crops	agriculture,live stock and fisheries quarterly progress report	DALFO

Objective	Section/ Unit	Target	Key performance indicators	Means of verification	Responsible
		June 2031 -Food crop productivity increased from 3.5 tons/Ha to 12 tons/Ha by June 2031 -Horticultural crops and spices area under cultivation increased from 0.8 Ha to 3.8 Ha by June 2031 -Warehouse Receipt Systems strengthened from 17 to 22 AMCOS by June 2031 -Agricultural extension staff with working facilities increased from 20% to 100% by June 2031	-Productivity rate of food crops -Area under horticultural crops and spices cultivated -Number of AMCOS implementing functional Warehouse Receipt Systems -Percentage of agricultural extension staff equipped with working facilities		
	Livestock	-Livestock Diseases incidence reduced from 4% to 2% by June 2031 -Extension officers capacitated increased from 10 to 74 by June 2031 -Livestock production and products	-Livestock disease incidence rate (%) -Number of livestock extension officers trained -Percentage increase in	agriculture,live stock and fisheries quarterly report	DALFO

Objective	Section/ Unit	Target	Key performance indicators	Means of verification	Responsible
		increased by 5% by June 2031 -Animals' identification and registration increased from 2% to 95% by June 2031	livestock production (meat, milk, eggs) -Percentage of livestock identified and registered		
	Fisheries	-Fisheries production increased from 0.67 tons to 1.5 tons by June 2031	- Percentage increase in fisheries production		
	Health sectors	-Maternal mortality rate reduced from 6 to 4 deaths per 100,000 live births by June 2031 -Neonatal mortality rate reduced from 62 deaths to 43 deaths per 1,000 live births by June 2031 -Immunization coverage increased from 81% to 96% by June 2031 -Availability of essential Medicine and Medical Equipment increased from 82% to 90% by June 2031 -Emergency and critical services	-Number of maternal deaths reported annually -Number of neonatal deaths recorded annually -Full immunization coverage rate (%) - Percentage availability of functional essential medical equipment	CCHP reports	DMO

Objective	Section/ Unit	Target	Key performance indicators	Means of verification	Responsible
		department increased from 1 to 2 by June 2031 - Dental departments increased from 3 to 5 by June 2031 -Non-Communicable Diseases prevalence rate decreases from 11% to 2% by June 2031 -Malaria prevalence rate decreased from 34% to 0% by June 2031 -HIV infection rate decreased from 1.42% to 0% by June 2031 -Tuberculosis notification rate increased from 11% to 39% by June 2031 -Medical staff increased from 423 to 1088 by June 2031	- Number of functional emergency and critical care departments - Number of dental departments established - -Number of patients enrolled in NCD care and management - Malaria incidence rate per 1,000 population - HIV prevalence rate (%) - Number of TB cases detected and notified - Health worker-to-population ratio - Number of medical		

Objective	Section/ Unit	Target	Key performance indicators	Means of verification	Responsible
			staff recruited		
	Sports, Culture and Arts	-National culture, sports and arts promoted and coordinated from 27 to 88 villages by June 2031	-Number of villages where cultural, sports, and arts promoted	Sports and culture quarterly report	DSCAO
	ICT Unit	-ICT systems accessibility for council offices increased from 26% to 90% by June 2031	Number of council offices connected to reliable ICT system		DICT0
		-ICT Equipment's and accessories maintained for 100% by June 2031.	Percentage of ICT equipment and accessories in good working condition		
	Waste management and Sanitation	-Communicable Diseases reduced from 70% to 30% by June 2031	-Incidence rate of priority communicable diseases per 1,000 population	Quarterly waste management report	DNRECO

Objective D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Primary education	Pre-Primary and Primary schools physical infrastructures increased from 75% to 95% by June 2031	-Percentage of pre-primary and primary schools constructed	Pre and primary education quarterly report	DPPEO
		Five (5) Pre and Primary schools physical	-Number of pre-primary and primary		

		infrastructures rehabilitated by June 2031	schools rehabilitated		
	Secondary education	Secondary schools physical infrastructures increased from 69% to 95% by June 2031	-Number of Infrastructures constructed	Secondary education quarterly report	DSEO
		Five (5) Secondary schools physical infrastructures rehabilitated by June 2031	-Number of secondary schools rehabilitated		
	Health sector	Health facilities infrastructure increased from 67% to 90% by June 2031.	-Number of Health facilities constructed	CCHP report	DMO
	Agriculture	Agricultural infrastructure facilities increased from 30 to 80 by June 2031.	-Number of agricultural infrastructure facilities constructed	agriculture, livestock and fisheries quarterly report	DALFO
	Livestock	Functional livestock infrastructure facilities increased from 56 to 72 by June 2031.	-Number of functional livestock infrastructure facilities		
	Human resource and Administration	Ten (10) wards and villages offices constructed by June 2031	-Number of ward and village offices constructed	District council development report	DHRAM
		Ten (10) staff houses constructed by 2031	-Number of staff houses constructed		
		18 Council administrative infrastructures constructed by June 2031	-Number of council administrative infrastructures constructed		
	Infrastructure of rural and urban development	Quality of constructed and rehabilitated	-Percentage of infrastructur	Infrastructure and urban development	DIRUDO

		infrastructures improved from 80% to 100% by June 2031	e projects meeting quality assurance standards	quartelly report	
	Sports, Culture and arts unit	Sports and arts infrastructures increased from 27 to 88 villages by June 2031	-Number of villages with functional sports and arts infrastructur es		DSCAO

Objective	Section/Unit	Target	Key performance indicators	Means of verification	Responsible
E. Good governance and administration services enhanced	Audit	Audit reports prepared and submitted timely to the relevant authorities by June 2031.	-Number of audit reports prepared and submitted on time to relevant authorities	Quarterly audit reports submitted to external and internal authorities	DIAO
		Risk-based audits conducted at all levels of the Council by June 2031.	Number of risk-based audits conducted at all levels of the council		
	Administration and Human resource	Conducive working environment improved to 2,715 staff by June 2031	-Number of staff with proper working tools	Quarterly human resource reports	DHRAM
		12 Workers' council meeting conducted annually by June 2031	-Number of statutory meetings conducted quarterl		
		510 statutory council meetings conducted by 2031			
		520 Statutory meetings in 26 wards conducted by June 2031			
		7040 Statutory meetings in 88 villages conducted by June 2031			
		Statutory allowances paid to 36 counselors ensured by June 2031	Number of councilors receiving statutory allowances monthly		
	Finance and accounts	Own Source revenue collection increased from TZS 17,811,933,000.00 to 24,736,499,475.41 by June 2031.	Percentage of own source collected	Quarterly finance and expenditure reports	DFAO
		Management and Administration of Finance Expenditure strengthened by June, 2031			
		5 Comprehensive annual final account reports produced by			

Objective	Section/Unit	Target	Key performance indicators	Means of verification	Responsible
		June 2031			
		Ten (10) point of Revenue collection established y June 2031			
	Procurement	Five (5) Annual Procurement plan prepared by June, 2031	Procurement plan prepared annually	Quarterly procurement report	DPMO
		2031 Twenty (20) tender board meetings facilitated by June 2031	Number of tender meetings conducted		
		Five hundred (500) tenders evaluated by June 2031	Number of tenders evaluated		
		500 contracts documents prepared by June 2026	Number of contracts documents prepared		
		Eight (8) staff capacitated on the Public Procurement Act (PPA) and its amendments by June 2031.	Number of procurement staff capacitated		
	Planning and Coordination	Council plans and budgets prepared and consolidated annually by June, 2031		Planning and Coordination quarterly report	DPLO
		95% of identified risks in projects and plans mitigated by June 2031	Percentage of identified risks in projects and plans mitigated		
		100% of ongoing projects monitored and evaluated against milestones by June 2031	Percentage of ongoing projects monitored and evaluated against planned milestones		
		100% of quarterly and annual reports submitted on time	Percentage of quarterly reports		

Objective	Section/Unit	Target	Key performance indicators	Means of verification	Responsible
		and approved by relevant authorities by June 2031	submitted on time (%)		
		Council socio-economic profile prepared and updated by June 2031	Council socio-economic profile prepared and submitted		
		Coverage and effectiveness of data collection improved from 45% to 85% by June 2031.	Data collection coverage (%)		
		Community participation in planning processes increased from 60% to 95% by June 2031	Percentage of community members participating in planning processes		
	Government Communication Unit	Council social Media viewers increased up to 10,000 by June 2031	Total number of social media followers/viewers across council platforms	Government communication quarterly report	DGCO
		Public awareness of government programs and services increased up to 100% by June 2031	-Percentage of targeted population aware of government programs (%) -Number of awareness campaigns conducted annually -Number of people reached through awareness campaigns		
	Legal unit	Council legal matters addressed 100% annually by June 2031.	Percentage of legal matters resolved annually (%)	Activities reports	Head of Section
		Alternative Dispute Resolution (ADR) utilization increased from 60% to 90% by June 2031.			

Objective	Section/Unit	Target	Key performance indicators	Means of verification	Responsible
		By-laws reviewed and enacted in compliance with legal requirements by June 2031.	Number of by law reviewed and enacted	Government Gazette / Ministerial approval letters	
		234 ward tribunal members trained on legal administration practice by June 2031	Number of ward tribunal members trained	Training report	
		Legal and social issues resolved through the Mama Samia Legal Aid Campaign increased from 300 to 1500 by June 2031.	Number of legal/social issues resolved through the campaign	Legal aid and campaign report	
	Monitoring Unit	Council plans evaluated and monitored by June 2031	Percentage of council plans evaluated against objectives (%)	Activities implementation report	DMEO
		Data quality assurance and standards enhanced by June 2031	Percentage of community participation in planning processes (%)		
	Election Unit	Free and fair election enhanced by June 2031	-Number of elections conducted according to legal and ethical standards -Stakeholder satisfaction rate with election processes (%) -Number of electoral disputes resolved through proper channels	Activities reports	DEO

Objectives	Section/ Unit	Target	Performance Indicator	Means of verification	Respon sible

Objectives	Section/ Unit	Target	Performance Indicator	Means of verification	Respon sible
F. Social welfare, gender and community empowerment improved	Communit y Empower ment	Access to loans by community-economic groups increased from 254 to 500 by June 2031	-Number of community-economic groups accessing loans	Community developmen t quarterly report	DCDO
		Registered community microfinance groups increased from 2,520 to 3,320 by June 2031	Number of registered microfinance groups		
		Community microfinance groups received entrepreneurship training increased from 2,492 to 3,320 by June 2031.	Number of community microfinance groups received entrepreneurshi p training		
		Small business traders accessing government soft loans increased from 145 to 600 by June 2031	Number of small business traders accessed government soft loans		
		Households living in extreme poverty reduced from 7,922 to 922 by June 2031	Number of households lifted out of extreme poverty		
		Prevalence of harmful norms, values, cultural practices, and traditions reduced by June 2031	Percentage reduction in prevalence of harmful norms, values, and cultural practices		

Objectives	Section/ Unit	Target	Performance Indicator	Means of verification	Respon sible
		Coordination of Non-Governmental Organizations (NGOs) strengthened for 100% by June 2031	Number of NGOs coordinated		
	Social welfare	Under 5 birth registration increased from 50% to 80% by June 2031	Percentage of under-5 children registered	Social welfare quarterly report	DSWO
		Care and support of elderly people improved from 65% to 80% by June 2031	Percentage of elderly receiving care and support		
		Access to social services among persons with disabilities increased from 30% to 50% by June 2031	Percentage of PWDs accessing social services		
		GBV incidences reduced from 72% to 50% by June 2031	Percentage reduction in GBV incidences		
		Awareness on elderly rights and protection increased from 50% to 80% by 2031.	Percentage of elderly population aware of their rights		

Objectives	Section/ Unit	Target	Performance Indicator	Means of verification	Respon sible
		Proportion of children receiving maintenance increased from 60% to 80% by June 2031.	Number of maintenance cases processed and resolved annually		
		Matrimonial cases reduced from 80% to 50% by June 2031	Number of matrimonial cases handled/resolve d annually		
		Access to mental health and psychological services for survivors increased from 70% to 90% by June 2031.	Percentage of survivors accessing mental health and psychological services		
		Incidence of children in conflict with the law decreased from 20% to 5% by June 2031	Number of children arrested or reported for criminal offenses annually		
Management of natural resources and environment enhanced and sustained.	Forest managem ent	-7,500,000 trees planted in 88 villages by June 2031	Number of trees planted	Natural resources and environmen tal quarterly report	DNREC O
	Wildlife managem ent	Human–Wildlife conflicts reduced from 20% to 5% by June 2031	Number of reported human–wildlife conflict incidents annually		

Objectives	Section/ Unit	Target	Performance Indicator	Means of verification	Respon sible
	Beekeepin g	Bee productivity increased from 30 tons to 45 tons by June 2031.	-Percentage increase in bee productivity		
	Environme ntal Conservati on	Environmental conservation enhanced and sustained in 26 wards by June 2031	Percentage of wards enhancing environmental conservation		
H Local economic development enhanced	Trade, Investmen t and Industries	Local and foreign investors increased from 29 to 100 by June 2031	-Number of local investors registered annually	District trade, investment and industries quarterly report	DTIIO
		Small scale industries increased from 390 to 1,200 by June 2031	-Number of small-scale industries registered and operationalized annually		
		Middle scale industries increased from 17 to 50 by June 2031	-Number of middle-scale industries registered and operationalized annually		
		Areas for industrial development earmarked increased from 6,770 Ha to 9000 Ha by June 2031	- Hectares earmarked for industrial development annually		

Objectives	Section/ Unit	Target	Performance Indicator	Means of verification	Responsible
		Registered businesses increased from 4772 to 6,200 by June 2031	-Number of businesses registered annually		
		Three (3) large scale industries established by June 2031	- Number of large-scale industries established annually		
		Five (5) PPP for private sector socio-economic infrastructure development inclusion formulated by June 2031	-Number of PPPs formulated and operationalized annually		
		Council investment profile reviewed and operationalized by June 2031	-Investment profile reviewed and approved		
H: Emergency and disaster management strengthened	Planning and Coordination	Disaster Management Strategy developed and operationalized Annually by June 2031.	Number of disaster management strategies developed and approved annually	District disaster management report	DPLO
Y- Multi-Sectoral Nutritional Services Improved	Multi sectors (Agriculture, education, Health, community development, water)	Vitamin A supplementation coverage increased from 70% to 95% by June 2031.	Percentage of children aged 6–59 months receiving Vitamin A supplementation (%)	Quarterly nutritional intervention implementation report	DNO

Objectives	Section/ Unit	Target	Performance Indicator	Means of verification	Respon sible
		Infants born with low birth weight reduced from 1.58% to 1.2% by June 2031.	Number of antenatal care visits conducted for pregnant women		
		Livestock production and products increased by 5% by June 2031	Average productivity per animal		
		Stunting children aged 0 months to 59 months decreased from 21% to 10% by June 2031.	Percentage of children 6–59 months receiving minimum acceptable diet		
		Incidence of wasting decreased from 26 to 15 cases by June 2031.	Number of children aged 0–59 months diagnosed with wasting		
		Availability of Nutrition Commodities strengthened from 72% to 95% by June 2031.	Percentage of health facilities with essential nutrition commodities available		
		School Feeding Program improved from 77% to 100% by June 2031	Percentage of schools implementing the feeding program		
		Pregnant women with anaemia decrease from 1.2% to 0.1% by June 2031.	Percentage of pregnant women diagnosed with anaemia		

Objectives	Section/ Unit	Target	Performance Indicator	Means of verification	Respon sible
		Nutritional Governance and response improved from 85% to 95% by June 2031	Percentage of nutrition programs compliant with governance and policy standards		

ANNEX II Monitoring plan

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 20230/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
1	**% change of a level of awareness of staff on HIV & AIDS and NCDs:** This indicator measures the percentage change in staff awareness on HIV & AIDS and NCDs. It assesses the extent to which knowledge and understanding among staff have improved over time. The indicator is calculated by dividing the number of staff who report being aware of these health issues by the total number of staff interviewed, then multiplying the result by 100.	2025/26	67	74	81	89	96	100	HR division records	Structured Questionnaires:	Annually	Completed Staff Survey Questionnaires:	annually	DAHRMO
2	**Perception of HIV & AIDS and NCDs care and support services:** This indicator measures beneficiaries' perceptions of the quality and availability of HIV & AIDS and NCDs care and support services. It is calculated by dividing the number of beneficiaries who express positive opinions about the services by the total number of beneficiaries interviewed, then multiplying the result by 100.	2025/26	76	80	85	90	94	100	HR division records	Structured Questionnaires	Annually	Completed Staff Survey Questionnaires:	annually	DAHRMO
3	**% rate of HIV & AIDS District Infection:** This indicator	2025/26	1.42	1.42	1.25	1.20	1.15	1	THMIS	Standardized Health Survey	Annually/quarterly	District Health	annually	DMO/DACC

S/N	Indicator & Indicator Description	Baseline Year	Baseline Value	Indicator Target Value Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 20230/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
	measures the HIV & AIDS infection rate within Tarime District. It is calculated by dividing the number of individuals who test HIV positive by the total population of the district, and then multiplying the result by 100.									Questionnaire Facility Testing Records Template		Information System (DHIS 2) Reports:		
4	**% of Staff with Corruption-Related Disciplinary Charges** This indicator measures the proportion of staff within the organization who have faced disciplinary charges related to corruption. It is calculated by dividing the number of staff with confirmed corruption-related disciplinary cases by the total number of staff, then multiplying the result by 100.	2025/26	0	0	0	0	0	0	- Human Resources Department records - Disciplinary committee reports - Official staff audit and investigation reports	Disciplinary Committee Reports	- Annually (or as cases are resolved and documented)	Investigation Reports	Annually	Disciplinary committee
5	**Per Capita Income of Tarime District.** This indicator shall track the changes for individual income among Tarime residents. It will be calculated by dividing total income of the district by the entire Tarime DC population	2025/26	1,221,492	1,319,211.36	1,424,748.3	1,538,720	1,661,818	1,794,763.44	Tarime Dc Socio-Economic Profile Report	Data Verification and Triangulation	Annually	NBS Household Budget Survey (HBS) Reports	Annually	DPLO
6	**Percentage of**	20	97	98	99	99	99	100	Healt	Househ	Quarte	Distric	Ann	DMO

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 20230/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	Tarime DC population accessing health services. This indicator measures the proportion of residents who have access to a health facility located within a 7-kilometer radius of their homes. It reflects the physical accessibility of essential health services for the community. The indicator is calculated by dividing the number of people living within 7 km of the nearest health facility by the total population of Tarime District Council**,** and multiplying the result by **100.**	25/26							h Facility Records / Registers	old survey	lly	t Health Information System (DHIS 2)	ually	
7	**District literacy rate.** This indicator measures the ability of people in the district to read and write. It is calculated by dividing the number of individuals who are literate (able to read and write) by the total population of the district, then multiplying the result by 100.	2025/26	83.5	85.5	87.5	89.5	91	93	Secondary data	Excel	annually	National Census Reports	Annually	DPPEO and DSEO
8	**CAG Audit Opinion**: This indicator shall track the trend of CAG opinion	2025/26	Clean	clean	clean	clean	clean	clean	Final accounts books	Financial statements	Monthly	Official CAG Audit Report	Annually	DIAO
9	**% of average statutory meeting performed.** This indicator measures the proportion of	2025/26	97	97	98	98	98	99	Statutory meeting reports	Meeting minutes	Monthly	Signed and approved **minutes of statutory**	Semi-annual	DAH RMO

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 20230/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	scheduled statutory meetings that are actually convened within Tarime district council It assesses the effectiveness and consistency of meeting convening. It is calculated by dividing the number of statutory meetings conducted by the total number of scheduled meetings, then multiplying the result by 100.											**meetings**		
10	**% of customer's satisfaction with Tarime DC operations**. This indicator measures the proportion of clients or stakeholders who are satisfied with the services and operations provided by the Tarime DC. It captures the quality and effectiveness of services from the customer perspective.it is calculated by dividing Number of respondents reporting satisfaction divide by total number of respondent surveyed	2025/26	96	96	98	98	99	99	Council Customer Service Desk / Service Units	Structured Customer Satisfaction Questionnaires / Surveys	Annually	Service Charter Assessment Reports	annual	DAHRMO
11	**Community participation rate in development planning**. This indicator measures the proportion of eligible community members who actively participate in local development planning	2025/26	96	97	98	99	99	100	Village/wards attendance Registers	Observation Checklists	quarterly	District / Ward Development Reports	annual	DPLO

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 20230/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	processes, including identifying priorities, decision-making, budgeting, and monitoring projects. It reflects **the level of civic engagement and ownership** of development initiatives at village, ward, or district levels.													
12	**% of working-age population employed or under formal employment.** This indicator measures the **proportion of the working-age population (usually 15–64 years)** that is **engaged in employment,** specifically focusing on **formal employment** (jobs with legal contracts, social security registration, PAYE, or recognized employers).It shows the level of labour force absorption and the strength of the formal economy.	2025/26	28	32	36	40	44	47	Household Surveys reports	Household Survey Questionnaires	annual	Labour Force Survey (LFS) Reports	Annual	DPLO
13	**% of population below national poverty line**. The indicator measures the **proportion of people whose consumption or income falls below the official national poverty line**, as defined by the country's statistical authority (in Tanzania, by the **National Bureau of Statistics – NBS)**.It shows the	2025/26	26.4	24.5	22.5	20.5	18.5	16.5	National Household Budget Survey	Census Questionnaires	annual	LGRCIS Reports	Annual	DPLO

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 2023 0/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	percentage of the population that is unable to meet the minimum basic needs (food and non-food) required for an acceptable standard of living.													
14	**Business registration rate.** measures the proportion of businesses operating within an area that are formally registered with the responsible government authority (e.g., BRELA, LGAs). It shows the level of formalization of the local economy.	2025/26	74	76	79	82	85	87	Local Revenue unit	Business Registration/License Registers	quarterly		Annual	DFAO
15	**Rate(%) of Own Source Revenue Collection.** This indicator measures how effectively a district council collects the revenue it is supposed to generate from its own sources (e.g., property taxes, service fees, business licenses). It is calculated by actual revenue collected divide total planned revenue budget	2025/26	100	100	100	100	100	100	Council Finance and accounts ment reports	- Electronic revenue systems (POS, GEPG receipts	weekly	Banking slips and reconciliation reports	quartelly	DFAO
16	**% of forest area retained or reforested.** This indicator measures the proportion of forest land within Tarime District Council that has been conserved (retained) or restored through reforestation activities during a	2025/26	70	70	72	73	75	75	Council natural resources and environmental unit reports	GIS mapping tools	Quartelly	GIS maps showing retained and reforested areas	Annual	DNR ECO

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 2023 0/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	specific period. It shows the district's effectiveness in protecting forest resources, combating deforestation, and promoting sustainable environmental management. It is calculated by dividing the total area of forest retained or newly reforested by the total forest area in the district, then multiplying by 100													
17	**% of wards with proper waste collection**. This indicator measures the proportion of wards that have functional and organized waste collection systems. These systems may include regular waste collection schedules, designated collection points, availability of waste collection equipment, and proper disposal arrangements. It reflects the district's effectiveness in promoting environmental cleanliness and solid waste management. The indicator is calculated by dividing the number of wards with proper waste collection services by the total number of wards in the district, then multiplying by 100.	2025/26	19	19	19	19	19	19	Environment and Sanitation unit reports	Ward inspection checklists	Monthly	Contracts and performance certificates for waste collection service providers	Quarterly	DWA MASO
1	**% of population**	20	48	52	56	60	64	67	Event	Surveys	quarter	Event	Ann	DSCA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 20230/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
8	**participating in organized cultural/sports events).** This indicator measures the proportion of Tarime District Council residents who actively take part in officially organized cultural or sports events (such as tournaments, festivals, traditional dances, competitions, and community games). It assesses community engagement, participation levels, and the effectiveness of cultural and sports promotion activities. It is calculated by dividing the number of participants in organized events by the total district population, then multiplying by 100.	25/26							attendance registers	or community participation forms	ly	reports (with dates, locations, and participant numbers) And Minutes from cultural or sports committee meetings	ual	O
19	**% of wards covered with disaster management plan** This indicator measures the proportion of wards within Tarime District Council that have developed, updated, and approved disaster management plans. It reflects the district's readiness and capacity to prevent, respond to, and recover from disasters. It is calculated by dividing the number of wards with a functional	2025/26	0	19	19	19	19		Ward Executive Officers (WEO) reports	Standard disaster plan assessment forms	Quarterly	Field verification reports	Annual	DPLO

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 20230/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	disaster management plan by the total number of wards in the district, then multiplying by 100													
20	Voter Registration Coverage (%) This indicator measures the proportion of eligible voters who are successfully registered in the voter database. It shows the effectiveness of voter registration processes and the accessibility of registration services to the population. It is calculated by dividing the number of registered voters by the total number of eligible voters, then multiplying the result by 100	2025/26	97	100	100	100	100	100	Ward/Village voter reports	NEC BVR system	Annual	NEC Official Voter Register extract;	Annual	DEO
21	**Number of climate change adaptation initiatives implemented.** This indicator tracks the total number of climate change adaptation measures carried out within the district Council. These initiatives may include tree planting, soil erosion control, water source protection, drought-resilient agriculture programs, early warning systems, or community awareness	2025/26	5	7	9	11	14	17	Ward/Village Environmental Committee Reports	Field inspection sheets	Quarterly	Environmental assessment and monitoring records	annual	DNR ECO

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Year	Value	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 20230/31	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	campaigns. It reflects the council's efforts to strengthen community resilience and reduce vulnerability to climate-related risks.													
22	**% of projects/businesses subjected to Environmental Impact Assessment (EIA)**This indicator measures the proportion of development projects within Tarime District Council that undergo the mandatory Environmental Impact Assessment (EIA) process as required by the Environmental Management Act. It reflects compliance with national environmental regulations and ensures that potential environmental impacts are identified, assessed, and mitigated before project implementation.	2025/26	82	85	87	92	96	100	Council Environmental Department records	EIA compliance checklists	Quarterly	Approved EIA certificates from NEMC	Annually	DNRECO

ANNEX III Evaluation plan

S/N	Evaluation	Description	Evaluation Study Questions	Methodology	Time frame	Responsible Person
1	Annual outcome assessment This assessment will establish the extent to which Tarime DC strategic plan is effectively and efficiently implemented for half of its time in	Study on quality of service provided to its stakeholders and their level of satisfaction (service delivery survey)	**Relevance Aspects** -To what extent do the implemented interventions address the identified community needs and critical issues? - Are the strategies still aligned with	- Document Review (Desk Review) - Key Informant Interviews (KII) - Focus Group Discussio	2028/29	Head of Monitoring and evaluation unit

	line with the pace of its service delivery plans.		national priorities (FYDP, LTPP, PO-RALG policies)? - Are the outcomes still relevant to emerging district challenges? **Effectiveness aspect** -To what extent have the intended outcomes and targets been achieved? - Which interventions contributed most to achieving the outcomes? -What outcome-level changes have been observed in communities (e.g., improved health, increased income, better school performance)? - What factors facilitated or hindered achievement of outcomes? **Efficiency aspects** -Were resources (funds, staff, time) used adequately to produce the planned results? -Were interventions delivered on time and within budget? -Could the same outcomes have been achieved with fewer resources? **Sustainability aspects** -Are the outcomes likely to continue after the Strategic Plan period? -Are institutions, communities, and systems capable of maintaining the results?	ns (FGDs) -Field Observation / Site Visits -Surveys and Questionnaires - Tracking progress using the M&E framework indicators		
	Outcome assessment on SP Implementation. This assessment will establish the extent to which Tarime DC strategic plan contributed to effective and efficiency in service delivery.	Study on the relevance, efficiency, effectiveness, Sustainability, equity and inclusion , Governance and accountability, lesson learned of			2030/31	

			- Has the Council strengthened capacity to sustain the benefits (staffing, financing, systems)? **Equity & Inclusion aspects** -Have vulnerable groups (women, youth, disabled, elderly, poor households) benefited from the outcomes? Were the interventions implemented in a way that ensured fairness and inclusivity across all wards? **Impacts aspects** -What significant long-term changes have occurred as a result of the Strategic Plan? -How have the interventions improved livelihoods, service delivery, or economic growth in the district? -Which groups benefited the most or least from the outcomes?			