

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



MBEYA REGIONAL SECRETARIAT STRATEGIC PLAN  
FOR THE FINANCIAL YEAR 2018/19 – 2022/23

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## ABBREVIATIONS AND ACRONYM

<b>DC:</b>	District Commissioner
<b>DCC:</b>	District Consultative Committee
<b>EACCM:</b>	East African Community Common Market
<b>HIV:</b>	Human Immunodeficiency Virus
<b>IA:</b>	Internal Auditor
<b>ICT :</b>	Information Communication Technology
<b>IEC :</b>	Information Education and Communication
<b>IT :</b>	Information Technology
<b>KPI :</b>	Key Performance Indicator
<b>LAN :</b>	Local Area Network
<b>LGA :</b>	Local Government Authority
<b>MDAs :</b>	Ministries, Departments and Agencies
<b>MIS :</b>	Management Information System
<b>MTEF :</b>	Medium Term Expenditure Framework
<b>MTSP :</b>	Medium Term Strategic Plan
<b>NGOs :</b>	Non-Governmental Organizations
<b>OPRAS :</b>	Open Performance Review and Appraisal System
<b>PMO :</b>	Prime Minister's Office
<b>PMO-RALG :</b>	Prime Minister's Office-Regional Administration and Local Government
<b>PMS :</b>	Performance Management System
<b>PMU :</b>	Procurement Management Unit

<b>POPSM :</b>	President’s Office, Public Service Management
<b>PO RALG:</b>	President’s Office Regional Administration and Local Government
<b>PSM :</b>	Public Service Management
<b>PSRP :</b>	Public Sector Reform Programme
<b>RAS :</b>	Regional Administrative Secretary
<b>RC :</b>	Regional Commissioner
<b>RCC :</b>	Regional Consultative Committee
<b>RMO :</b>	Regional Medical Officer
<b>RS :</b>	Regional Secretariat
<b>SACCOS :</b>	Savings and Credit Cooperative Society
<b>SWOC:</b>	Strength, Weakness, Opportunity and Challenges
<b>SDT :</b>	Service Delivery Target
<b>TA :</b>	Technical Assistant
<b>VETA :</b>	Vocational Education Training Authority
<b>WAN :</b>	Wide Area Network

## DEFINITION OF TERMS

<b>Core values:</b>	The fundamental rules by which the organization conducts its “business” Objective,
<b>Key Result Areas</b>	The areas on which the institution will focus in order to achieve results.
<b>Mission:</b>	Is the fundamental purpose of an organization, briefly describing why it exists and what it does to achieve its vision.
<b>Objectives:</b>	Are broad statements designed to achieve the organization’s mission. Ideally, they are not necessarily time bound, they are outcome oriented.
<b>Outputs:</b>	The products or services that the institution produces,
<b>Performance indicator</b>	The measure used to assess achievements of the institution in service delivery
<b>Result framework:</b>	Captures the purpose for which the institution exists based on Laws, Government circulars and Policies in place.
<b>Targets:</b>	Targets are tangible, measurable and time-bound Outputs to be produced by an organization to achieve its objective.



## PREFACE



In accordance with my responsibilities am pleased to submit this Strategic Plan for Mbeya Region. This plan covers the five-year timeframe from July 1, 2018 to June, 2023.

This Strategic Plan provides an overview of the Region resources capabilities and identifies the key strategic goals to be accomplished during the next five fiscal years. In its development, careful consideration was given to the strategic directions of Government, “National Five-Year Development Plan II” as it relates to the mandate of the Regional.

Mbeya Regional Secretariat Strategic Plan will cultivate an environment in which Mbeya Regional residents will be able to identify vital opportunities and make the best use of them in rising their standard of living. Through this Strategic Plan, Regional Secretariat will facilitate sectorial investments by searching industrial, agricultural, mining, tourist and service investment opportunities in the Region and enabling Mbeya Region residents to take chance with and without foreign partnership.

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**Albert Chalamila**  
**REGIONAL COMMISSIONER**  
**MBEYA**

## ACKNOWLEDGEMENT



This Strategic Plan for the year 2018/19 to 2022/23, is a set of priorities of the Regional Secretariat in the next five years, setting out direction and scope of the Regional Secretariat functions in accordance to the mandate provided under Regional Administration Act No. 19 of 1997.

Mbeya Regional Secretariat major role is to facilitate development of Local Government Authorities in realization of their mission, objectives and targets in relation to community welfare, through ensuring peace, tranquillity and providing technical assistance and capacity building. This Strategic Plan keeps in focus the challenges and issues facing the Regional Secretariat as an institution towards supporting local government authorities to undertake and discharge their responsibilities effectively and efficiently. The plan integrates all recurrent and development activities/projects. The Plan is geared towards promoting socio-economic development through efficient coordination between Ministries and Local Authorities, enhance good governance and facilitation of local government initiatives in providing improved and quality services in order to enhance the socio- economic welfare of the community as a whole.

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**Mariam A. Mtunguja.**

**REGIONAL ADMINISTRATIVE SECRETARY**

**MBEYA**

## EXECUTIVE SUMMARY

Mbeya Region is strategically located at a crossroads to Malawi, Zambia, Zimbabwe and Democratic Republic of Congo and very rich in assets by way of its people, location and natural resources. Within the scope of the mandate of Mbeya Regional Secretariat provided under Regional Administration Act No. 19 of 1997, five years Strategic Plan for the year 2018/19 - 2022/23 is a reflection of the priorities of the Regional Secretariat in the next five years, sets out direction and scope of our functions including the vision, mission, goals, objectives and strategies. An approach that aligns clear goals with sound decision making and coordination among Government entities will better position Mbeya Region for sustainable socio-economic development.

After critical situation analysis in term of people, location and natural resources Mbeya Region Strategic Plan (SP) have established strategies that will cultivate an environment in which Mbeya Region residents can identify vital opportunities and make the best use of them in rising their standard of living. Through this SP Region Secretariat (RS) will enhance good governance and build capacity of Local Government Authorities (LGAs) for sustainable socio-economic development, focusing on industrialization by providing multi-skilled technical support while interlinking with development stakeholder with the view of promoting human development. Also, it facilitates sectorial investments by searching industrial, agricultural, mining, tourist and service investment opportunities in the Region and enabling the Region residents to take chance with and without foreign partnership.

Mbeya RS have carefully observed the national vision 2025, national five-year development plan 2016/17 - 2020/21, Sustainable Development Goals (SDG), Ruling Party Election Manifesto 2015-2020, Sector Policies and the Planning and Budgeting Guidelines issued by the Government and RS core function to develop the document. Also, the systematic, transparency and participatory approach were used to gain trust and authenticity of the document. This SP is the fourth since establishment of the RS in 1997 and was prepared to reflect the reviewed functions and organisation structure of RS by the Government in June 2018. It takes into account the changes and challenges

faced by the organisation. The plan is intended to guide the operations of the RS as stipulated in the Regional Administration Act No. 19 of 1997 and Performance Management Guide (PMG) of 2017.

## **VISION, MISSION AND CORE VALUES**

### **VISION**

“To be a highly competent and dedicated institution which adheres to good governance in supporting development initiatives”

### **MISSION**

“To facilitate and build capacity of LGAs for sustainable socio-economic development of the community by providing multi-skilled technical support while interlinking with stakeholders with the view of reducing poverty and promoting human development”

### **CORE VALUES**

Mbeya RS will provide services to its customers and the general public while observing the following core values:-

- Equity,
- Efficiency and Effectiveness,
- Transparency and Accountability,
- Integrity,
- Professionalism,
- Responsibility,
- Rule of law
- Teamwork,
- Innovativeness,
- Creativity,
- Customer care and
- Motivated Staff

## CHAPTER ONE

### 1.0 Background of Regional Secretariat

RS was established in 1997 following the enactment of Regional Administration Act No. 19 of 1997. The main role is to provide supportive supervision and technical backstopping to LGAs for the purpose of enhancing public service delivery. It is also responsible for the upkeep of peace and tranquillity and to represent the Central Government in the Region. This chapter covers the mandate, roles and functions of RS as stipulated in the above-mentioned Act.

### 1.1 Mandate of the Regional Secretariat

The mandate of RS as stipulated therein, is to facilitate the promotion, development, fostering and upholding of local government and the realization of goals and targets of LGAs in relation to community welfare and national development.

### 1.2 The Roles of Regional Secretariat

The Regional Administration Act No. 19 of 1997 and Amendment of the Act No. 13 of 2006 together with the PMG have defined the roles of Regional Secretariats. These roles and functions are mainly centred on the following:

- (i) Development roles
- (ii) Administrative roles
- (iii) Other special functions

#### 1.2.1 Development Roles

The development roles centre on building capacity within RS and supporting LGAs in the Region. Specifically the Regional Secretariat is mandated to provide:

- (i) **Planning and Coordination Services;** which focus on enhancing LGAs technical capacity in the area of planning, budgeting, economic analysis, community development and management of statistical information.
- (ii) **Local Government Management Services;** which focuses on enhancing LGAs technical capacity in the area of Local Government Administration and Finance, legal and labour affairs; and Auditing.
- (iii) **Economic Development Services;** which focuses extending technical support to production related activities such as agriculture, livestock, forestry, game, fisheries, co-operatives, industries and trade; and other natural resources.
- (iv) **Infrastructural Development Services;** which focus on giving expertise support to infrastructure and land management activities. This includes support for and regulation of technical designs, surveys, contracting and tendering in the sectors of physical planning, engineering and land development.
- (v) **Education Development Services;** which focuses on giving support for and regulation of development activities related to pre-primary, primary, secondary, adult and non formal education, as well as coordination of cultural activities, youth, sports and games in the Region.
- (vi) **Health and Social Welfare Support Services;** which focuses on giving support for and regulation of activities related to health prevention, curative and social welfare in the LGAs and other public entities.
- (vii) **Water Sector Development Services;** which focuses on giving support for and regulation of development activities related to water sector in the Region.
- (viii) **Staff Services;** which focuses on enhancing efficiency in the delivery of administrative services to the offices of the Regional Commissioner (RC) and District Commissioners (DCs) that include retooling, capacity building and staff development.

### **1.2.3 Administrative Roles**

The administration roles of the RS could be subdivided into three parts.

- (i) To ensure peace and tranquility in the Region
- (ii) Secure an enabling environment and facilitate LGAs to undertake and discharge their responsibilities.
- (iii) Coordinate Central Government activities and issues in the Region

### **Other Special Functions**

In addition to Development and Administrative roles, the RS delivers the following special services:-

- (i) Conducting examinations and other educational legal issues,
- (ii) Facilitate amendments of by-laws,
- (iii) Collection of revenues from various sources,
- (iv) Coordinating research and development in different fields which addresses different challenges within the Region,
- (v) Ensure good Governance within Public and others institutions in the Region.



## CHAPTER TWO

### 2.0 Mbeya Regional Profile

#### 2.1 Geographical Location and Borders

Mbeya Region is located in the south-western corner of the southern highlands of Tanzania. The Region lies between latitude  $7^{\circ}$  and  $9^{\circ} 31'$  south of the Equator and between longitude  $32^{\circ}$  and  $35^{\circ}$  east of Greenwich.

The Region shares borders with the Republic of Malawi and Songwe Region to the West, Singida and Tabora Regions to the North and Iringa and Njombe Regions to the East with Kasumulu in Kyela district being the main entry and exit into the neighbouring country of Malawi

**Figure 1: Map of Mbeya Region**



The Region is accessible by road and TAZARA railways from Dar es Salaam through Pwani, Morogoro, Iringa and Njombe Regions; it is a junction to Tabora and Singida through Chunya and Itigi - Manyoni districts.

## **2.2 Topography**

The major part of Mbeya Region lies within the Great Rift Valley. Other major topographic features are:

- (a) The low elevation of the Western Rift Zone encompassing lakes Rukwa and Nyasa.
- (b) The Eastern Rift Zone covering the Usangu Plains and the neighbouring parts of the Ruaha trough.

Altitudes range relatively from 475m above sea level at Lake Nyasa to over 2900m on Mount Rungwe Peak.

## **2.3 Drainage System**

There are three main drainage basins within the Region. (Rufiji basin extending towards the East, the inland Lake Rukwa basin in the North West and Lake Nyasa basin in the south. The surface runoff pattern corresponds closely to the unimodal rainfall distribution. The highlands on the Southern Plateau of Tanzania form a watershed area of the main drainage in the Region. Main rivers include the Great Ruaha, Zira, Songwe, Kiwira, Lufilyo and Mbaka. The Great Ruaha which is fed by Kimani, Chimala, Igurusi and other tributaries is one of the great inlets of the Indian Ocean. Rivers Zira and Songwe form the inland drainage into Lake Rukwa, while those of Kiwira, Lufilyo, Mbaka and Songwe drain southwards into Lake Nyasa.

## **2.4 Climate**

The climate of Mbeya Region is greatly influenced by physiology and altitude and is generally tropical with marked seasonal and altitudinal temperature variations and

sharply defined dry and rainy seasons. Temperature averages range between 16°C in the highlands and 25°C in the lowland areas.

The Region enjoys abundant and reliable rainfall. Annual rainfall varies from 650mm in Usangu plains and Chunya to 2600mm on the Northern shores of Lake Nyasa and in the highlands. The rains normally start in October and go through to May followed by a dry and cold spell between June and September.

## **2.5 Geology, Soils and Vegetation**

There is diversity in the geology, soils type and vegetation of the region whereby a large area is covered with thick layers of volcanic and alkali basalt soils; and limestone in low lying areas. The arable areas are mostly moderate fertility, varying from sandy loam, alluvial soils to cracking clays.

The most predominant nature vegetation is Miombo (*Brachystegia julbarnadia*) woodland. Areas with rains between 800 – 1200mm per annum favour the growth of Miombo woodland species, while areas with less rain especially in the north of the Region support the growth of wooded grassland and bush-land of dense thickets of acacia and other thorny trees. Those areas with higher rainfall support forest, often evergreen and bamboo thickets, except at the highest elevations, where afro – alpine grasslands occur.

## **2.6 Ecological Zones (EZ)**

The Region is divided into 3 main Ecological Zones, as shown below:

### **2.6.1 High Potential Zones**

It includes areas with high rainfall and fertile soils, with a lot of agricultural production. These are the high-density populated areas ie. South Usangu Plains, Central Mbeya Plain, Mporoto and Ilembu Highlands, East, Central and South Rungwe, West Rungwe Plain, North and South Kyela. The high potential zones lie at an altitude of 1,500 to 2,400 metres above sea level. The Highlands have cool temperatures and receive

rainfall exceeding 2,500 millimetres per year. Crops cultivated include, maize, rice, beans, groundnuts, wheat, potatoes, coffee, bananas, tea and cocoa. Dairy farming is common in this zone.

### **2.6.2 Medium Potential Zones**

Areas that fall under Medium Zone experience moderate rainfall and they include Rukwa Valley and North Usangu Plain. These lie at an altitude of 800 to 1500 metres above sea level. Rainfalls are highly variable and increase with increasing altitude, ranging from less than 700mm. per year at North Usangu Plain to 1,700mm per year at Hezya/Isangati in Mbeya District.

In the Midland zone, people cultivate maize, sorghum, finger millet, cotton, cowpeas, groundnuts, cassava, beans and paddy. Cattle and goats are also common livestock in this zone.

### **2.6.3 Low Potential Zones**

The lowland zone lies at an altitude of 500 metres to 1000 metres above sea level, occupying mainly the areas of North Chunya Plain, Central Chunya, Msangaji Plateau and Kyela Lowlands. Usually rainfalls are unreliable and soils are less fertile. Temperatures are warm with annual rainfall of less than 1000mm. However, the Kyela Lowlands sometimes get rainfall as high as 2500mm. per year. Several crops thrive well in the Lowlands zone including tobacco, maize, sorghum, finger millet, cassava, groundnuts, cocoa, cashew nuts, palm oil, paddy and bananas. Livestock reared in this zone include cattle, goats and sheep.

## **2.7 Land Area distribution**

Mbeya Region covers a total 35,954 sq. kms, which is 4.1% of the total area of the United Republic of Tanzania excluding sea area of 883,343 sq.km. Out of the Region's total surface area, 35,493 sq. kms is dry land and 461 sq. kms is covered with water

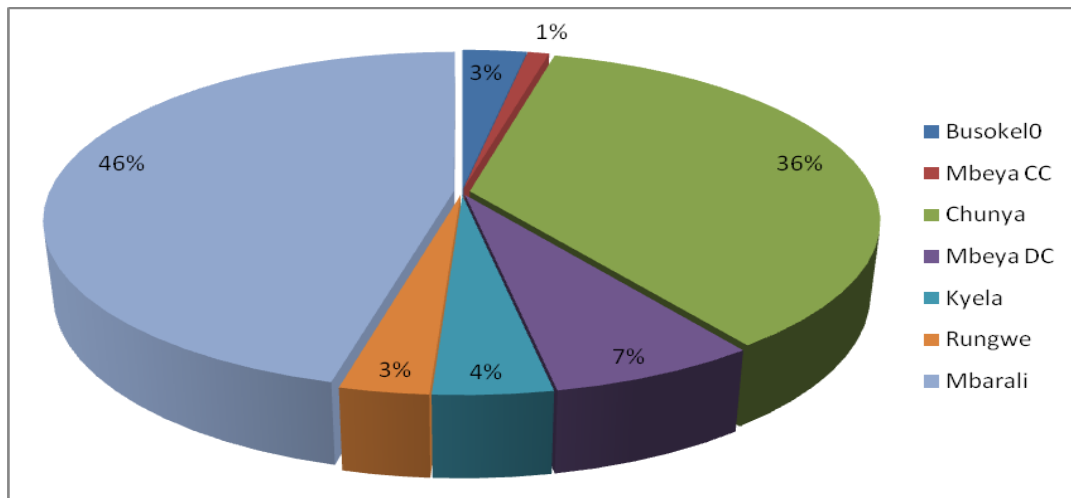
bodies of Lake Nyasa and rivers Kimani, Chimala, Igurusi, Kiwira, Lufilyo, Mmbaka and Zira. Table 1 and Figure 2 show that distribution of the Region's area among the Councils.

**Table 1: Distribution of Land Area and Water Area**

Council	Dry Land Area (Km <sup>2</sup> )	Percentage of Land Area (Km <sup>2</sup> )	Water Area (Km <sup>2</sup> )	Percentage of water area (Km <sup>2</sup> )	Total Surface Area (Km <sup>2</sup> )	Percentage of Surface Area (Km <sup>2</sup> )
Busokelo DC	969	2.7	0	0.0	969	2.7
Chunya DC	13,143	37.0	0	0.0	13,143	36.6
Kyela DC	872	2.5	450	97.6	1,322	3.7
Mbarali DC	16,632	46.9	0.1	0.0	16,632	46.3
Mbeya CC	214	0.6	0	0.0	214	0.6
Mbeya DC	2,432	6.9	0	0.0	2,432	6.8
Rungwe DC	1,231	3.5	11	2.4	1,242	3.5
<b>Total</b>	<b>35,493</b>	<b>100</b>	<b>461</b>	<b>100</b>	<b>35,954</b>	<b>100</b>

*Source: Mbeya Regional Commissioner's Office, 2018*

**Figure 2: Percentage Distribution of Land Area by District**



*Source: Mbeya Regional Commissioner's Office, 2018*

Administratively, The Region is divided into 5 districts with 7 LGAs namely: Chunya, Mbeya, Kyela, Rungwe, Mbarali, Busokelo and Mbeya City. It is further sub divided into 15 divisions, 178 wards, 533 villages and 181 Mitaa.

**Table 2: Land Area and Administrative Units by Councils**

Councils	Area Sq. Kms.	Divisions	Wards	Mitaa	Villages
Busokelo	969	1	13	-	56
Chunya	13,143	2	19	-	43
Kyela	1,322	2	33	-	92
Mbarali	16,632	2	20	-	102
Mbeya CC	214	2	36	181	0
Mbeya DC	2,432	3	28	-	141
Rungwe	1,242	3	29	-	99
<b>Total</b>	<b>35,954</b>	<b>15</b>	<b>178</b>	<b>181</b>	<b>533</b>

*Source: Mbeya Regional Commissioner's Office, 2018*

## 2.8 Population Characteristics

### 2.8.1 Population Size and Growth

According to 2012 census, the total population of Mbeya Region was 1,708,548 of which 889,690 were females (52.1%) and 818,858 were males (47.9%). The Regional population growth rate was 2.4%. In 2017, the region was estimated to have a population of 1,945,748 of which 1,013,206 were females (52%) and 932,542 were males (48%). The table 3 bellow shows administration and Population per Council, 2017.

The Region represented 3.86% of the total population of Tanzania mainland which was 50,045,131 in 2017. Compared to other Regions on the Mainland, Mbeya Region is 12<sup>th</sup> Region with high population.

**Table 3: Administration and Population and distribution per Council, 2017**

Councils	Area Sq. Kms.	Population (Projection)	Population per Sq. km	Mitaa	Villages	Population per Village/ Mitaa
Busokelo	969	109,724	113	*	56	1,959
Chunya	13,143	178,553	14	-	43	4,152
Kyela	1,322	252,240	191	-	92	2,742
Mbarali	16,632	342,238	21	-	102	3,355
Mbeya CC	214	438,768	2,050	181	0	2,424
Mbeya DC	2,432	347,707	143	-	141	2,466
Rungwe	1,242	276,518	223	-	99	2,793
<b>Total</b>	<b>35,954</b>	<b>1,945,748</b>	<b>2,754</b>	<b>181</b>	<b>533</b>	<b>19,892</b>

*Source: National Bureau of Statistics 2012.*

### 2.8.2 Ethnic Groups

The main indigenous ethnic groups in the Region are Nyakyusa, Bungu, and Safwa. Others who form significant minorities are the Kisi, Malila, Masai, Kinga, Hehe, Wanji, Sukuma and the Sangu. The Nyakyusa are mainly in Kyela, Mbeya and Rungwe districts while the Sukuma, Sangu, Hehe, Kinga and Masai predominate in Mbarali district. The Safwa people, mostly found in Rungwe, Mbeya and Chunya districts

**Table 4: Number of Major Ethnic Groups by District**

District	Number of Ethnic Group	Major Ethnic Groups
Chunya	9	Kimbu, Bungu, Guluka and Safwa
Kyela	5	Nyakyusa, kinga, kisi, Ndali and Ngoni
Mbarali	9	Sangu, Hehe, Kinga, Bena, Nyakyusa, Sukuma, Wanji, Masai and Gogo
Mbeya	9	Nyakyusa, Safwa, Malila
Rungwe	3	Nyakyusa, Wandali and Wasafwa

*Source: Mbeya Regional Commissioner's Office, 2018*

## 2.9 Economic Development

The economy of Mbeya is based on agriculture, livestock keeping, mining, natural resources, manufacturing, commercial activities and employment in the Public and Private Sectors. It accounts close to 69 per cent of the Region's Gross Domestic Product (GDP). Agriculture contributes most of the Region's cash income mainly from maize, sorghum, finger millet, cassava, beans, groundnuts, cowpeas, rice, cotton, tobacco, onion, sorghum and pigeon peas' production. Generally, the crop sub-sector's performance has been adequate to ensure good food security, although the sector still depends on variable climatic conditions in the form of rainfall.

### 2.9.1 Financial Institutions

There are 17 financial institutions, which contributes highly in the development of Regional economy. Mbeya City has a larger number of financial institutions comparing to other Councils in the Region. The National Microfinance Bank is found in every Council of the Region. The table below shows the distribution of branches of existing financial institutions in the Region.

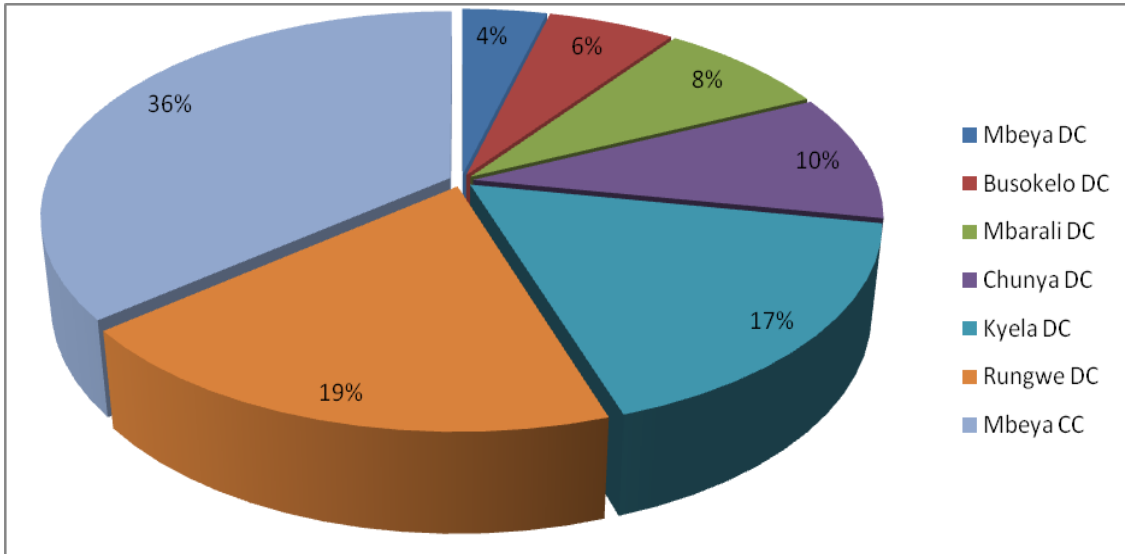
**Table 4: Number of Financial Institutions by Council**

Council	Number of Banks	Number of Non-Banks	Total
Busokelo	1	2	3
Chunya	2	3	5
Kyela	3	6	9
Mbarali	2	2	4
Mbeya CC	14	5	19
Mbeya DC	2	0	2
Rungwe	3	7	10
<b>Total</b>	<b>27</b>	<b>25</b>	<b>52</b>

*Source: Mbeya Regional Commissioner's Office, 2018*



**Figure 3: Percentage Allocation of Financial Institutions in the Region**



Mbeya City Council shares large portion of financial institution available in the city where as it composes 36% of the Regional total followed by Rungwe (19%) and Kyela (17%).

### **2.9.2 Investment Opportunities**

The potential for investment in the Region vary from district to district for instance Mbarali and Kyela are potential for Rice farming, Palm Oil, Cocoa and Sunflower where as Mbeya and Rungwe are potential for Coffee, Maize, Banana, Avocado, Tea, Cocoa, Beans, Pyrethrum, Round potatoes, green peas and variety of local fruits farming. Chunya District has potential in Cotton, Cashew Nut, Sunflower, Tobacco, Maize and Cassava farming, bee keeping and mining industry. Beef and dairy husbandry and fishing activities also has high potential for domestic and export market.

The Region has several tourist attractions such as the Mountain Rungwe, Mbeya peak and Kyejo, sandy beaches on the shores of the Lake Nyasa. The Rift Valley (Usangu Plains) ecological features of the tropical rain forests, Highest Point of trunk roads (Mbeya DC), Ruaha National Park, Rungwa Game Reserve, Ihefu wetland, Lake NgosiSanic (similar to lake Lomond in England, Wenchi Crater lake in Ethiopia), Kijungu (Pothole) Daraja la Mungu (God's Bridge), Isongole Fishing Camps, Kapologwe and Malasusa Waterfalls and Lake Masoko Crater Lake for sport fishing in Rungwe

District. In fact the potential is great but what remains to be done is investment in this sector so that it can attract more tourists. There is also a big potential for the establishment of tourist resort, camping site and Hotels in the Region.

The Region has a high potential for investment in the mining sector. The mineral deposit in Mbeya include Natural Coal, Gold, Iron, Limestone, Marble travertine, Kaolin, Copper, Salt and Asphaltic/niobium and variety of Germstones which remain unexplored. Currently there is small scale local mining using poor equipment/tools with the exception of the marble, coal and cement factories operating under capacity: Hence investors are encouraged for exploration and mining. Mbeya Region has 10 large industries including Mbeya Cement Company Limited, New Mbeya Textile Mills, Coca- Cola plants, Tanzania Breweries Limited, Mbarali Real Estate, Kapunga Rice Mill, Marmo & Granito, Pepsi SBC, TOL Gases and Wakulima Tea Company. Also, there are number of medium and small scale Industries which offer both formal and informal employment.

## **2.10 Social Services in the Region**

The Region is dedicated in the provision of quality social services to the community. With combined efforts of the Government, stakeholders and community, the Region has 318 Health facilities, 731 primary schools and 216 secondary schools. Coverage of clean and safe water in rural areas is 61.74% and 96% in Mbeya City.

### **2.10.1 Health Facilities**

There are 318 health facilities in Mbeya Region, 17 Hospitals, 23 Health centers and 278 dispensaries. Tables below shows type and owner of facilities in each Council.

**Table 5: Number of Hospitals**

No	Council	Ownership				Total
		Government	FBO	Private	“Parastatal”	
1	Busokelo	0	1	0	0	1
2	Chunya	1	0	0	0	1
3	Kyela	1	1	0	0	2
4	Mbarali	1	1	0	0	2
5	Mbeya CC	3	1	3	0	7
6	Mbeya DC	0	1	0	1	2
7	Rungwe	1	1	0	0	2
<b>Total</b>		<b>7</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>17</b>

*Source: Health Facility Registry, 2018*

**Table 6: Number of Health Centres**

No	Council	Ownership				Total
		Government	FBO	Private	Parastatal	
1	Busokelo	1	0	0	0	1
2	Chunya	2	0	0	0	2
3	Kyela	1	0	0	0	1
4	Mbarali	5	1	0	0	6
5	Mbeya CC	3	2	1	0	6
6	Mbeya DC	2	0	1	0	3
7	Rungwe	2	2	0	0	4
<b>Total</b>		<b>16</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>23</b>

*Source: Health Facility Registry, 2018*

**Table 7: Number of Dispensaries**

No	Council	Ownership				Total
		Government	FBO	Private	Parastatal	
1	Busokelo	13	3	4	0	20
2	Chunya	21	1	2	0	24
3	Kyela	30	3	9	1	43
4	Mbarali	39	2	2	2	45
5	Mbeya CC	17	2	14	4	37
6	Mbeya DC	57	5	5	0	67
7	Rungwe	37	3	1	1	42
<b>Total</b>		<b>214</b>	<b>19</b>	<b>37</b>	<b>8</b>	<b>278</b>

*Source: Health Facility Registry, 2018*

## 2.10.2 Education

Mbeya Region has good education infrastructure as well as good performance in education sector for example in Form IV in 2018/19 Mbeya. Both primary and secondary school enrolment are impressive.

### 2.10.2.1 Primary schools

Mbeya Region has a total of 734 pre- primary and primary schools with a total number of 419,698 pupils (211,916 boys and 207,782 girls)

### 2.10.2.2 Secondary schools

There are 219 secondary schools with a total number of 116,046 students of which 57,009 are boys and 59,031 are girls.

### 2.10.2.3 Higher learning institutions and other Colleges

Mbeya region has different institutions offering different courses in certificates, diploma, degree as well as masters. There are two universities: Teofilo Kisanji University (TEKU), Mbeya University of Science and Technology (MUST), and other university branches such as Open University of Tanzania (OUT), St. Augustine University of Tanzania (SAUT), Mzumbe University, and University of Iringa. There are also colleges namely Mpuguso Teachers' College, Tukuyu Teachers' College, Aggrey Teachers' College, Moravian Teachers' College, Dinnob Teachers' College, Tanzania Public Service College (TPSC), Agency for the Development of Education Management (ADEM), Folcal Development College and Tukuyu School of Nursing. Moreover, Mbeya region has an institution for agriculture. Uyole Community Development Training as well as 24 vocational institutions (VETA). All these institutions contribute much in socio-economic development.

### 2.10.3 Water service coverage in the region

The National Population and Household Census, held 2012, show that Mbeya Region has annual population growth rate of 2.4% and, by 2018 the regional rural population estimated to be **1,355,950**. Of which 64.8% of population, amounting to 870,3470, were getting clean and safe water. The main source of water in the Region includes rivers, developed springs, deep wells and hand pumps. Either, total numbers of rural water schemes are 454 and functioning public water points are 2947. Meawhile a high achievement of water services coverage is encountered at Busokleo (81.9%), followed by Kyela (69.92%) and Mbarali (69.96%); the lowest achievement of water service coverage is occupied by Chunya (35.6%) and followed by Mbeya DC (53.3%). All Busokelo and Rungwe piped waters are generated from river and springs. Almost all Chunya water sources are found at water resource to deep water aquifers.

**Table 8: Water Coverage in Rural Areas, 2018**

No.	LGA	PROJECTED RURAL POPULATIONS	NUMBER OF PEOPLE WITH ACCES OF WATER IN RURAL	WATER SERVICE COVERAGE (%)
1	Busokelo	96,348	79,000	81.99
2	Chunya	141,794	50,542	35.64
3	Kyela	191536	132,000	68.92
4	Mbarali	303,935	212,632	69.96
5	Mbeya CC	138,066	108,396	78.51
6	Mbeya DC	244,021	130,027	53.29
7	Rungwe	240,250	157,750	65.66
<b>TOTAL</b>		<b>1,355,950</b>	<b>870,347</b>	<b>64.85</b>

**Table 9: Water Coverage in Urban Areas, 2018**

No.	URBAN WATER UTILITY	WATER SERVICE COVERAGE (%)
1	Chunya	57
2	Kasumulu	40
3	Kyela	75
4	Mbalizi	60
5	Rujewa	58.1
6	Tukuyu	81
	AVERAGE	61.85
7	Mbeya UWSSA	86.90
<b>OVERAL AVERAGE</b>		<b>65.43</b>

## **2.11 Infrastructure Services**

### **2.11.1 Roads and Railways coverage**

#### **2.11.1.1 Roads**

The Region has a total of 1,270.3km road network under Tanzania Road Agency (TANROADS) of which 389.7 are tarmacked. It also has a total of 4,062.93km of road Network under Tanzania Rural and Urban Roads Agency (TARURA). While 93% road Network under TANROADS are passable throughout the year, only 53% of road network under TARURA are passable throughout the year. All District Headquarters are connected by tarmacked road.

#### **2.11.1.2 Railway Service**

The Region enjoys railways services provided by Tanzania Zambia Railways Authority (TAZARA) which connects Dar es Salaam (Tanzania) and Kapiri Mposhi (Zambia). Although the Authority operates at 60% it boost economic activities in the Southern Highland.

### **2.11.2 Airports and Harbours**

#### **2.11.2.1 Airport Services**

The Region is endowed with an Airport (Songwe International Airport) with running way of 3.3km which can be used to land B 737 airplane. The airport provides services for Iringa, Njombe, Mbeya, Rukwa, Katavi and Ruvuma Region as well as neighbouring Countries of Malawi, Zambia and Democratic Republic of Congo (DRC).

#### **2.11.2.2 Harbours**

Port services are available in Lake Nyasa where four (4) newly built Ships provide services for Mbeya, Njombe and Ruvuma (Tanzania) and Malawi. Marine services available can handle more than 100,000 tons per year.

### **2.11.3 Telecommunications**

The Region is well connected with telecommunication services. It enjoys telecommunication services through National Axon (Mkongo wa Taifa). Mobile services operating in the Region includes; TTCL, Vodacom, Tigo, Airtel, Zantel and Halotel and are available almost in all parts of the Region, the coverage is 80%.



## CHAPTER THREE:

### 3.0 Situation Analysis

Mbeya RS performed situation analysis to analyse an organization's internal and external environment in order to understand the organization's capabilities, customers, and business environment. This was vital to understand external and internal environmental factors that need to be taken into account during development and implementation of the Plan. These factors include economic, sociological, political and technological factors that impact Mbeya RS performance. SWOC analysis (Strengths, Weaknesses, Opportunity and Challenges) was used to perform Situation analysis.

### 3.1 Methodology

Mbeya RS used participatory approach to identify key stakeholders' expectation and role to play for better development and implementation of the Plan.

### 3.2 Stakeholders Analysis

In the strategic planning process, stakeholders' analysis was carried out to answer the question as to who are the main stakeholders, their expectations and the impact of not meeting these expectations. Mbeya RS' stakeholders are; LGAs, President's Office Regional Administrative and Local Government (PO-RALG), Sectoral Ministries, Government Agencies, Civil Society Organizations (Non Government Organisations [NGOs], Community Based Organisations [CBOs], Faith Based Organisations [FBOs]), Investors, Development Partners, RS employees and other public servants, Political Parties, Business Communities, Cooperative Societies, Neighbouring Countries, Cultural and sports Associations, Media/Press, Higher Learning Institutions and Financial Institutions.

### 3.2.1 Services offered and stakeholders' expectations

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

**Table 10: Stakeholder's Analysis**

Stakeholders	What we do for them	What do they expect	Rank
RS Staff	<ul style="list-style-type: none"> <li>• Provide working tools</li> <li>• Provide remuneration and incentives</li> <li>• Provide office accommodation</li> <li>• Provide promotions</li> <li>• Ensure working security</li> <li>• Provide capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Carrier development</li> <li>• Good working environment.</li> <li>• Timely remuneration and adequate incentives</li> <li>• Timely promotion</li> </ul>	High
LGAs	<ul style="list-style-type: none"> <li>• Provide Technical Assistance</li> <li>• Provide Supportive supervision</li> <li>• Interpretation and dissemination of policies and Guidelines.</li> <li>• Assist in planning and budgeting processes.</li> <li>• Ensure peace and order</li> <li>• Carry out monitoring and evaluation</li> <li>• Provide capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Quality technical Assistance.</li> <li>• Timely supportive supervision.</li> <li>• Timely interpretation and dissemination of policies and guidelines</li> <li>• Peace and order</li> <li>• Coordination and feedback</li> </ul>	High
PO- RALG	<ul style="list-style-type: none"> <li>• Implement and disseminate directives, Policies and</li> </ul>	<ul style="list-style-type: none"> <li>• Timely submission of Plans, budget and</li> </ul>	High

Stakeholders	What we do for them	What do they expect	Rank
	<p>Guidelines.</p> <ul style="list-style-type: none"> <li>• link PO- RALG and LGAs</li> <li>• Provide consolidated reports, plans and budgets</li> </ul>	<p>reports</p> <ul style="list-style-type: none"> <li>• Timely implementation, interpretation and dissemination of policies, guidelines and directives</li> </ul>	
Sector Ministries	<ul style="list-style-type: none"> <li>• Provide information, data and reports.</li> <li>• Implement and disseminate directives.</li> <li>• Link between Ministries, LGAs and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely submission of reports</li> <li>• Timely implementation of directives.</li> <li>• Improved public service delivery.</li> <li>• Effective linkage.</li> <li>• Proper management of resources.</li> </ul>	High
Development Partners	<ul style="list-style-type: none"> <li>• Propose areas of operation</li> <li>• Provide data, information and reports</li> <li>• Provide supervisory services</li> <li>• Ensure peace and order</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive working environment</li> <li>• Relevant and timely project reports</li> <li>• Recognition of their input/support.</li> <li>• Financial accountability and Adherence to memorandum of understanding</li> </ul>	High
Community	<ul style="list-style-type: none"> <li>• Registration of marriages</li> <li>• Resolving conflict and complaints.</li> <li>• Involvement in</li> </ul>	<ul style="list-style-type: none"> <li>• Timely registration and issuance of certificates</li> <li>• Recognition</li> <li>• Timely response to</li> </ul>	High

Stakeholders	What we do for them	What do they expect	Rank
	<p>development activities.</p> <ul style="list-style-type: none"> <li>• Provide social and economic services</li> <li>• Ensure peace and order</li> <li>• Conduct advocacy for HIV/AIDS and Anti – Corruption</li> <li>• Interpretation of policies and guidelines</li> </ul>	<p>complaints</p> <ul style="list-style-type: none"> <li>• Good governance</li> <li>• Timely interpretation of policies and guidelines</li> <li>• Quality service delivery</li> </ul>	
Media/Press	<ul style="list-style-type: none"> <li>• Provide information</li> <li>• Provide conducive working environment</li> <li>• Involvement in various in various events</li> </ul>	<ul style="list-style-type: none"> <li>• Peace and order</li> <li>• Quality service</li> <li>• Conducive working environment</li> <li>• Involvement and participation</li> </ul>	Medium
Investors	<ul style="list-style-type: none"> <li>• Provide opportunities for investment</li> <li>• Ensuring peace and order</li> <li>• Ensuring security of their capital investment</li> <li>• Organizing investors forum</li> </ul>	<ul style="list-style-type: none"> <li>• Law and order</li> <li>• Conducive working environment</li> <li>• Good governance</li> <li>• Good corporation</li> <li>• Safety of their capital investment</li> </ul>	Medium
Government Agencies	<ul style="list-style-type: none"> <li>• Maintain Law and order</li> <li>• Facilitate provision of conducive working environment</li> <li>• Dispute resolution</li> <li>• Provide supportive services</li> <li>• Provide information</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive working environment</li> <li>• Law and order</li> <li>• Good corporation</li> <li>• Timely assistance</li> </ul>	Medium

Stakeholders	What we do for them	What do they expect	Rank
Parastatals	<ul style="list-style-type: none"> <li>• Provide supportive services</li> <li>• Maintain Law and order.</li> <li>• Provide information</li> <li>• Involvement in</li> <li>• development initiatives</li> <li>• Dispute resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Law and order.</li> <li>• Timely provision of supportive services and information</li> <li>• Good cooperation</li> </ul>	Medium
Neighbouring Countries	<ul style="list-style-type: none"> <li>• Convene joint meetings</li> <li>• Provide boarder security</li> <li>• Maintain good relations</li> <li>• Maintain trade relations</li> </ul>	<ul style="list-style-type: none"> <li>• Border security</li> <li>• Good Neighbourhood</li> <li>• Conducive business environment</li> </ul>	Medium
Cooperative Societies	<ul style="list-style-type: none"> <li>• Technical Advice</li> <li>• Advocacy on management</li> <li>• Interpretation of laws and policies.</li> <li>• Inspection and supervision</li> <li>• Resolve disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Technical advice</li> <li>• Interpretation of laws.</li> <li>• Timely feedback.</li> <li>• Capacity building</li> </ul>	Medium
Business Communities	<ul style="list-style-type: none"> <li>• Interpretation of policies and guidelines.</li> <li>• Facilitation and coordination.</li> <li>• Create conducive working environment.</li> <li>• Provide information</li> <li>• Convene business council meeting</li> <li>• Involvement in development activities</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delivery of policies and guidelines.</li> <li>• Law and order.</li> <li>• Timely provision of technical support and advice.</li> <li>• Conducive business environment</li> </ul>	Medium
Political parties	<ul style="list-style-type: none"> <li>• Implementation of the ruling party manifesto.</li> <li>• Preparation and delivery of</li> </ul>	<ul style="list-style-type: none"> <li>• Timely implementation of policies.</li> <li>• Timely submission of</li> </ul>	High

Stakeholders	What we do for them	What do they expect	Rank
	<p>implementation reports.</p> <ul style="list-style-type: none"> <li>• Involvement in development programs and events.</li> <li>• Maintain peace and order</li> <li>• Provide information</li> </ul>	<p>reports.</p> <ul style="list-style-type: none"> <li>• Fair treatment</li> <li>• Involvement on social, political and economic activities</li> <li>• Law and order</li> </ul>	
Religious Institutions	<ul style="list-style-type: none"> <li>• Facilitate registration and deregistration</li> <li>• Maintenance of peace and order</li> <li>• Involvement in development activities and implementation</li> <li>• Provide supportive services</li> <li>• Dispute resolutions</li> </ul>	<ul style="list-style-type: none"> <li>• Timely registration</li> <li>• Law and order</li> <li>• Participation in socio-economic activities</li> <li>• Timely Information.</li> </ul>	Medium
NGOs/CBOs/ FBOs	<ul style="list-style-type: none"> <li>• Facilitate Registration.</li> <li>• Supervision and monitoring.</li> <li>• Involvement in development activities.</li> <li>• Provide advice and technical support</li> </ul>	<ul style="list-style-type: none"> <li>• Timely facilitation of registration.</li> <li>• Timely feed back</li> <li>• Technical support and advice</li> <li>• Law and order</li> <li>• Facilitation of capacity building.</li> </ul>	Medium
Higher Learning Institutions	<ul style="list-style-type: none"> <li>• Provide supportive services</li> <li>• Law and Order</li> <li>• Provide information</li> <li>• Involvement in development activities</li> <li>• Dispute resolutions</li> </ul>	<ul style="list-style-type: none"> <li>• Good cooperation</li> <li>• Timely provision of supportive services and information.</li> </ul>	Medium

Stakeholders	What we do for them	What do they expect	Rank
Financial Institutions	<ul style="list-style-type: none"> <li>• Maintain Law and Order</li> <li>• Provide information</li> <li>• Involvement in development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive business environment</li> <li>• Good cooperation.</li> </ul>	Medium

### 3.3 Organizational Scan

Internal and external environmental scan was carried out aiming at identifying areas of strength, improvement, opportunities and challenges.

#### 3.3.1 Internal Organizational Scan

Internal organization scan was conducted using five criteria: customer focus, key performance results, leadership, Staff management and core processes, and the assessment came out with internal strengths and areas for improvement in the Regional Secretariat as in the table 13 below.

**Table 11: Summary of Internal Organizational Scan**

Criteria	Strengths	Area for improvement
Customer focus	<ul style="list-style-type: none"> <li>• We have capacity to meet performance targets</li> <li>• There is total commitment to satisfy customers or clients.</li> <li>• Clients Service Charter is in place</li> <li>• We have competent and qualified staff to meet our customer needs</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen systematic method to measure customers satisfaction</li> <li>• Communication and feedback mechanism to clients</li> <li>• Review the Client Service Charter</li> </ul>

Criteria	Strengths	Area for improvement
Key performance results	<ul style="list-style-type: none"> <li>• RS implements its plans</li> <li>• Management take corrective actions to underperforming staff</li> <li>• Performance management system is in place</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen operationalization of OPRAS</li> <li>• To fill in the vacant posts for effective performance</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Staff participate in decision making</li> <li>• There is smooth vertical and horizontal flow of information</li> <li>• Managers are role model to others</li> <li>• Harmony at work place</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen management information system</li> <li>• Exposure on best practices</li> </ul>
Staff management	<ul style="list-style-type: none"> <li>• Recruitment and placement process are based on merit</li> <li>• There is team work</li> <li>• Capacity building plans are in place</li> </ul>	<ul style="list-style-type: none"> <li>• Performance measures for key services</li> <li>• Implementation of human resource development plan</li> <li>• Enhancement of knowledge and Multi-skills.</li> </ul>
Core processes	<ul style="list-style-type: none"> <li>• Plans are realistic</li> <li>• Resources are focused on priority areas</li> <li>• There is good cooperation between RS and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Report writing</li> <li>• Contracting non – core activities</li> <li>• Feedback mechanism</li> </ul>

### 3.3.2 External Organizational Scan

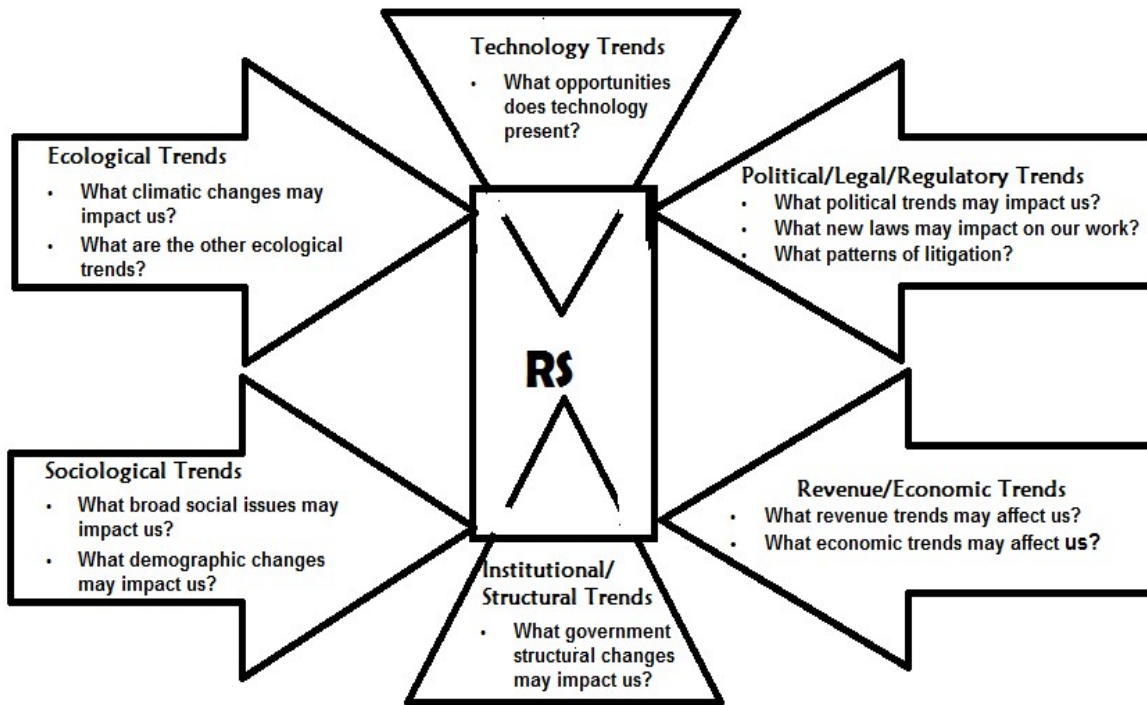
The RS works in a globalized world which is constantly changing. Trends of external factors that affect the operations of the organisation were analysed and taken into account during the preparation of the Plan. External scan was carried out by assessing



opportunities and challenges the future may hold for the organization. Several dimensions were considered in the analysis: economic trends, workforce trends, political or legal or regulatory trends, institutional trends, sociological trends and technological trends.

The figure below illustrates the external factor trends considered in the analysis.

**Figure 4: External Organizational Scan**



The outcome of the assessment for each dimension is as follows:

### 3.3.2.1 Economic Trends

Within the economic arena, several closely related trends were noted: the Tanzanian economy is growing, government revenues are increasing and the private sector is growing. Each of these trends presents a series of associated opportunities and challenges. During year 2016 to 2017 the economy was progressively growing despite the global economic challenges.

As Government revenues increases it is anticipated that allocation to RS will increase, the organization can do more for its staff and its customers. It will also enhance the ability to meet performance expectations of its clients and stakeholders. In spite of increasing allocations, the RS will continue to identify and pursue priorities consistent with the available resources.

### **3.3.2.2 Institutional and Workforce Trends**

The assessment of the work force trends revealed that the labour market is characterized by: increased labour mobility, performance-based incentives, continuous skill improvement through training, development of retention schemes and tendency towards lean organisation structures with highly skilled labour force that concentrate on core functions.

In view of the above trend, there are number of opportunities that could be utilized by RS such as a better chance of employing highly skilled personnel from the labour market and institutions of higher learning.

Attracting and retaining highly qualified personnel will become a great challenge. The RS anticipates that competition from the private sector and elsewhere in Government will increase. Compounding the potential problems, RS will continue to compete with other public and private sector for the highly skilled specialists despite its limited resources. Proactive capacity building and other Public Service Reform initiatives are needed to sustain the technical expertise levels in the RS.

### **3.3.2.3 Political, Legal and Regulatory Trends**

The analysis of political, legal and regulatory trends within the country made us to believe that peace and stability in Tanzania will prevail. The ongoing Government Reforms will continue to enhance service delivery in the public.

#### **3.3.2.4 Sociological Trends**

Two sociological trends that may impact our work namely HIV/AIDS and population growth were identified during the assessment. HIV/AIDS pandemic is not only a public health issue but also a problem that contributes immensely towards devastation of both national and household economies. The consequences of HIV/AIDS in the Tanzanian socio-economic environment are very conspicuous to date than ever before as it is noted that the pandemic is more rampant within the age profile of 15 - 49 years. RS is not an exception to the negative impact of HIV/AIDS. It is envisaged that the pandemic will continue to downsize the working population, thus threatening service delivery to the public.

#### **3.3.2.5 Technological Trends**

Technology is progressively advancing and will continue to assist in improving performance. A computerized working environment allows the organization to perform better. It also enables easy communication with stakeholders. Application of communication technologies have led into many public organizations as well as RSs going into Local Area Networks (LAN), Wide Area Networks (WAN) and use of Electronic Information Systems. To make the most use of computer technology, RS will need to ensure it has the right skills to use, support and maintain them.

It is envisaged that, the use of these technologies will lead to efficient and smooth flow of information and service delivery to the RS customers.

Similarly, in order to enhance effectiveness and efficiency, as well as attract and retain talented staff, the RS working environments and incentives will need to be improved.

#### **3.3.2.6 Geographical and Ecological Trends**

Mbeya Region is endowed with abundant natural resources such as water, forestry, wildlife, honey bees and minerals. The Region has good climate and fertile soils in most areas as explained above. All ecological zones are potential for specific food and cash

crops as well as livestock keeping. Such geographical and ecological status has both opportunities and challenges.

A summary of external scan showing opportunities and challenges for each trend assessed is shown in Table below:

**Table 12: Summary of External Scan**

Trends	Opportunities	Challenges
Economic	<ul style="list-style-type: none"> <li>• Increase of National revenue and institutional allocations</li> <li>• Free market economy</li> <li>• Economic integration Willingness of the community to participate in development activities.</li> <li>• Conducive environment for investment</li> <li>• Availability of Songwe International Airport, TAZARA Railway and, Kiwira and Itungi Ports</li> <li>• Establishment of Economic cooperation with neighbouring countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Global Economic crisis</li> <li>• High expectation of stakeholders</li> <li>• Infiltration of substandard goods in the market</li> <li>• Tax education and compliance</li> </ul>
Institution and workforce	<ul style="list-style-type: none"> <li>• Ongoing reforms.</li> <li>• Existence of performance</li> <li>• Management system.</li> <li>• Availability of qualified personnel in the labour market</li> <li>• Existence of training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for quality services</li> <li>• Remuneration and Incentive to retain human resources.</li> </ul>
Political/ legal/ regulatory	<ul style="list-style-type: none"> <li>• Political stability.</li> <li>• Conducive environment.</li> <li>• Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Change of National Policies and Strategies</li> <li>• High expectation of</li> </ul>

Trends	Opportunities	Challenges
		stakeholders <ul style="list-style-type: none"> <li>• Weak control of some media information</li> </ul>
Sociological / social	<ul style="list-style-type: none"> <li>• Access to NIMR Mbeya Centre</li> <li>• Availability of labour force</li> <li>• Existence of Referral Hospitals</li> <li>• Existence of Higher Learning Institutions</li> <li>• Availability of development partners</li> </ul>	<ul style="list-style-type: none"> <li>• High prevalence of HIV/AIDS</li> <li>• Supply based Development Partners (DPs) funding preferences</li> <li>• Increasing need for social facilities and services</li> <li>• Shortage of specialised skilled labour force in public sector</li> </ul>

### 3.4 Critical Issues:

A number of important issues were identified during the review of recent initiatives, stakeholders' and SWOC analysis. The critical issues that are listed below need to be addressed in order to continue improving the general performance and ultimate attainment of mission and vision of Regional Secretariat:

- i. Good Governance in RS, LGAs and other stakeholders
- ii. Human resource management
- iii. Integration of Cross Cutting Issues
- iv. Interface between Central Government, LGAs and Other Stakeholders
- v. Resource allocation and management
- vi. Access to social and cultural services
- vii. Access to business, industrial and economic services
- viii. Enhancement of E-governance

- ix. Working environment condition
- x. HIV/AIDS Pandemic, Maternal Death and Stunting
- xi. Sustainability of the Implementation of National Anti-Corruption Strategy

## CHAPTER FOUR

### 4.0 Vision, Mission Statement and Core Values

#### 4.1 Vision

The Vision of Mbeya RS is: “To be a highly competent and dedicated institution which adheres to good governance in supporting development initiatives”

#### 4.2 Mission

The Mission is: “To facilitate and build capacity of LGAs for sustainable socio-economic development of the community by providing multi-skilled technical support while interlinking with stakeholders with the view of reducing poverty and promoting human development”

#### 4.3 Core Values

Mbeya RS will provide services to its customers and the general public while observing the following core values: Equity, Efficiency and Effectiveness, Transparency and Accountability, Integrity, Professionalism, Responsibility, Rule of law, Teamwork, Innovativeness, Creativity, Customer care and Motivated Staff.

## CHAPTER FIVE

### 5.0 The Plan

This chapter describes the objectives to be pursued by RS in the Medium-Term Strategic Planning period. Ten (10) objectives were developed each with associated strategies and targets. Targets are classified as service delivery, capacity building and capital investments and are developed under each Section and Unit within the organization. Performance indicators were also developed for each objective in order to enable RS to measure the achievements. A summary of the objectives, performance indicators and targets are presented below:

#### 5.1 Objective one: Good Governance in RS, LGAs and Other Stakeholders Enhanced

##### Performance Indicators:

- Customer satisfaction level
- Compliance to Laws and Regulations
- Number of complaints
- Number of statutory and stakeholders' meetings convened
- Level of accountability and commitment
- Level of transparency
- Number of recommendations provided by Audit Committee
- Number of recommendations provided in the Audit Reports
- Number of reports submitted
- Number of By Laws enacted
- Number of urban design drawings and survey plans produced
- Number of planning consents and building permits issued
- Number of statutory and customary rights of occupancy issued
- Number of village land use plans and customary rights of occupancy prepared and issued
- Number of plots designed, surveyed and allocated



- Number of civil and building works supervised
- Number of valuation reports prepared and approved

### Targets

- Target 1:** Statutory meetings and committees convened as scheduled by June, 2023
- Target 2:** Community participation in development initiatives in 7 LGAs sensitized and supported by June, 2023
- Target 3:** Quarterly and Annual Internal Audit reports prepared and submitted by June, 2023.
- Target 4:** Monitoring and Evaluation on RS Development conducted by June, 2023.
- Target 5:** Supportive supervision to DC's Offices conducted by June, 2023
- Target 6:** Annual Procurement Plan and Reports prepared and submitted by June, 2023
- Target 7:** Technical Support on legal issues to RS and 7 LGAs provided by June 2023.
- Target 8:** Awareness on land laws, regulation and circulars established by June, 2023
- Target 9:** Land use plans and management in the Region supervised and maintained by June, 2023
- Target 10:** Quality Reports prepared and submitted to higher levels June, 2023
- Target 11:** Secondary Schools Boards established and convened as scheduled by June, 2023.
- Target 12:** Statutory Educational institution committee meetings coordinated by June, 2023

## **5.2 Objective two: Human Resource Management in RS and LGAs Enhanced**

### **Performance Indicators:**

- Number of staffs equipped with relevant skills
- Number of qualified staffs recruited
- Staffing level reached
- Number of reports submitted on time
- Employee satisfaction
- Number of employees retained
- Customer satisfaction levels
- Number of staff timely completed filled OPRAS forms

### **Targets**

**Target 1:** Qualified staff for RS recruited and maintained by June, 2023

**Target 2:** RS staff equipped with relevant skills by June, 2023

**Target 2:** Monitoring and evaluation of Human Resource performance in RS undertaken by June 2023

## **5.3 Objective three: Environmental and Disaster Management Plans and Programmes in RS and LGAs Enhanced**

### **Performance Indicators:**

- RS and LGAs staff awareness levels on Environmental and Disaster Management issues
- Response time to tackle disasters
- Percentage of people responding to environmental issues
- Percentage of Environmental and Disaster initiatives in the budget.
- Number of Environmental conservation programmes
- Number of functional disaster committees
- Number of environmental impact assessment reports issued
- Number of entrepreneurship initiative programmes
- Number of clean/renewable energy technology adopted and applied

## Targets

- Target 1:** Environmental Management Plans and programmes in RS and 7 LGAs operationalised by June, 2023
- Target 2:** Environmental and Disaster Management training conducted in RS and 7 LGAs by June, 2023
- Target 3:** Agricultural input (fisheries, livestock and agriculture) quality control strategies implemented by June, 2023
- Target 4:** Forest, Wildlife, Tourism and Environmental management strategies implemented by June, 2023
- Target 5:** Disaster mitigation strategies on Agricultural sector developed and implemented by June, 2023.
- Target 6:** Disaster mitigation strategies developed and implemented in Educational Institutions by June, 2023.
- Target 7:** Climate change mitigation and adaptation plans in water sources initiated by June, 2023.

### **5.4 Objective four: Interface between RS, LGAs, MDAs and other stakeholders Enhanced.**

#### **Performance Indicators:**

- Levels of stakeholders' satisfaction on service delivery
- Number of consultancies and backstopping services made to LGAs and other stakeholders
- Number of LGAs' staff and other stakeholders trained
- Number of official visits and National events facilitated
- Number of quality reports submitted timely to Stakeholders
- Number of policies guideline interpreted and disseminated
- Number of permits and registrations offered
- Number of stakeholders' meetings conducted

- Number of Audit Reports produced
- Number of engagements conducted
- Number of new technology of Decentralization of Waste Water Treatments (DEWATs), clean/renewable energy etc adopted and applied
- Percentage of households and schools with improved WASH facilities
- Number of supportive engineering work made to LGAs

### Targets

- Target 1:** Rules, Regulations, National Policies and Guidelines are interpreted and disseminated to 7 LGAs and other stakeholders by June, 2023.
- Target 2:** Quarterly and Annual Internal Audit reports prepared and submitted by June, 2023
- Target 3:** Technical support to RS and 7 LGAs on Planning, Budgeting and Performance Management provided by June, 2023
- Target 4:** Monitoring and Evaluation of development initiatives and programmes in RS and 7 LGAs carried out by June, 2023
- Target 5:** 3000 income generating activities groups established and strengthened in 7 LGAs by June 2023
- Target 6:** Early pregnancy and marriage cases in the community reduced in 7 LGAs by June 2023
- Target 7:** Women and youth economic groups established, promoted and registered in 7 LGAs by June 2023
- Target 8:** Gender Based Violence and Violence Against Children in 7 LGAs reduced by June 2023
- Target 9:** The level of community participation in development initiatives improved in 7 LGAs by June 2023
- Target 10:** NGOs and other stakeholders interventions coordinated in 7 LGAs by June 2023

- Target 11:** Under 5 birth registration coordinated in 7 LGAs by June, 2023
- Target 12:** Quality and standards control of RS and LGAs' buildings monitored by June, 2023
- Target 13:** Educational Performance improvement initiatives by stakeholders coordinated and implemented by June, 2023.
- Target 14:** Technical support on social accountability and transparency in Water Boards, COWSOs and other stakeholders promoted and maintained by June 2023
- Target 15:** WASH activities in households and schools coordinated and best practice promoted by June 2023
- Target 16:** New Innovation and technology in water engineering works coordinated and collaborated by June 2023

## **5.5 Objective five: Resource Allocation and Management Enhanced**

### **Performance Indicators:**

- Level of LGAs own source revenue mobilization
- Level of RS and LGAs capacity to manage resources
- Quality budget documents submitted in time
- Number of audit queries
- Timely and Quality of reports prepared and submitted
- Level of RS own source revenue mobilization
- Financial reports prepared and submitted on time
- Status of Audit Reports
- Staffing level reached

## Targets

- Target 1:** Annual PE budget for RS prepared by June 2023
- Target 2:** Financial Management in RS maintained by June, 2023
- Target 3:** LGAs own source Revenue Collection mobilised according to budget by June, 2023
- Target 4:** Local Government reform initiatives implemented by June, 2023
- Target 5:** Technical Support on financial management and controls in 7 LGAs provided by June 2023
- Target 6:** Internal Audit systems operationalized by June, 2023

## **5.6 Objective six: Working Environment in RS Improved**

### Performance Indicators:

- Number of offices retooled
- Percentage of staff satisfied with working environment
- Number of government buildings constructed and rehabilitated
- Number of staff provided with incentives

## Targets

- Target 1:** Working tools and incentives to RS Staff provided and maintained by June 2023
- Target 2:** Staff houses and offices buildings constructed and rehabilitated by June 2023

## **5.7 Objective Seven: Services Improved and HIV/AIDS Infections Reduced**

### Performance Indicators:

- Level of staff awareness on HIV/AIDS
- Number of staff living with HIV supported

- Percentages of New HIV/AIDS infections cases
- Number of clients enrolled for ARVs
- Number of PHRV lost follow-up reduced
- HIV/AIDS infections prevalence
- Level of awareness on reproductive health to the youth

### Targets

**Target 1:** RS Staffs living with HIV/AIDS supported with incentives by June, 2023

**Target 2:** HIV/AIDS awareness and trainings to RS staffs coordinated by June, 2023

**Target 3:** HIV prevalence reduced from 9.3% to 7% in the Region by June, 2023

## **5.8 Objective Eight: Implementation of the National Anti-Corruption Strategy Enhanced and Sustained**

### Performance Indicators:

- Number of corruption complaints received
- Number of Corruption cases reported
- Number of anti-corruption campaign conducted

### Targets

**Target 1:** National Anti-Corruption strategy effectively implemented in RS and LGAs by June, 2023.

## **5.9 Objective nine: E – Governance enhanced**

### Performance Indicators:

- Government Website Framework maintained
- Management Information Systems in RS and LGAs maintained
- E-policy public relation maintained
- Timely publication of events of RS and LGA
- Number of Technical Support provided in timely bases

## Targets

- Target 1:** Management Information System (MIS) installed and operationalised in RS and 7 LGAs by June, 2023
- Target 2:** Government website framework maintained and supported to RS and 7 LGAs by June, 2023

### **5.10 Objective ten: Access to quality socio-economic and cultural services improved**

#### Performance Indicators:

- Level of Community satisfaction on social services
- Quality of health services
- Enrolment and Pass rates
- Number of pupils with access to Nutrition programmes
- Percentage of households with improved WASH facilities
- Number of technical supportive supervision to LGAs
- Number of schools provided with food
- Percentage of sports and cultural activities in the budget
- Number of Water facilities extended, rehabilitated and constructed

## Targets

- Target 1:** Provision of quality education services in the Region coordinated by June, 2023
- Target 2:** Nutrition programmes for primary school and secondary school children coordinated by June, 2023
- Target 3:** Technical Support on quality education services provided by June, 2023
- Target 4:** Access to clean and safe water supply coordinated and sustained by June, 2023
- Target 5:** WSDP plans and engineering projects coordinated by June, 2023



## CHAPTER SIX

### 6.0 Monitoring and Evaluation

Monitoring and Evaluation are integral parts of the implementation of the plan. While monitoring is essential for tracking down the progress of achieving intended outcomes, evaluation will serve the purpose of assessing efficiency, effectiveness and impact of strategies and targets in the context of attaining the stated objectives.

Monitoring of the Medium-Term Strategic Plan for 2018/19 – 2022/23 will be done on a continuous basis in the course of implementing the plan. Evaluation will be conducted periodically using the established key performance indicators.

### 6.1 Purposes of Monitoring and Evaluation

The main purposes of monitoring and evaluation are:

- To generate information for decision making on the course of implementation of the Strategic Plan,
- To assess performance in terms of achievements and drawbacks,
- To update strategies for improving service delivery and overall future performance.

### 6.2 Monitoring Process

Monitoring is a primary mechanism or process used to assess progress and effectiveness of the plan. It is the systematic and continuous process of collecting, analysing and interpreting data for the purpose of comparing how well a plan has been implemented against expected results.

Monitoring will be carried out and reports will be prepared using the format and forms provided in the Medium-Term Strategic Planning and Budgeting Manual (MTSPBM). The following reports will be prepared:

### **6.2.1 Quarterly Progress Reports:**

These are reports that summarise the progress towards achieving the targets against annual plan and budget. They provide information on status of implementation of priority interventions or milestones. Quarterly progress reports will mainly be used to adjust plan and budget implementations.

### **6.2.2 Annual Progress Reports:**

These describe in detail an institution's main achievements in terms of outputs produced against annual plan and budget. They also describe progress towards attaining outcomes and improving service delivery. Annual progress reports will mainly be used to revise relevant strategies and targets.

### **6.2.3 Five-year Outcome Report:**

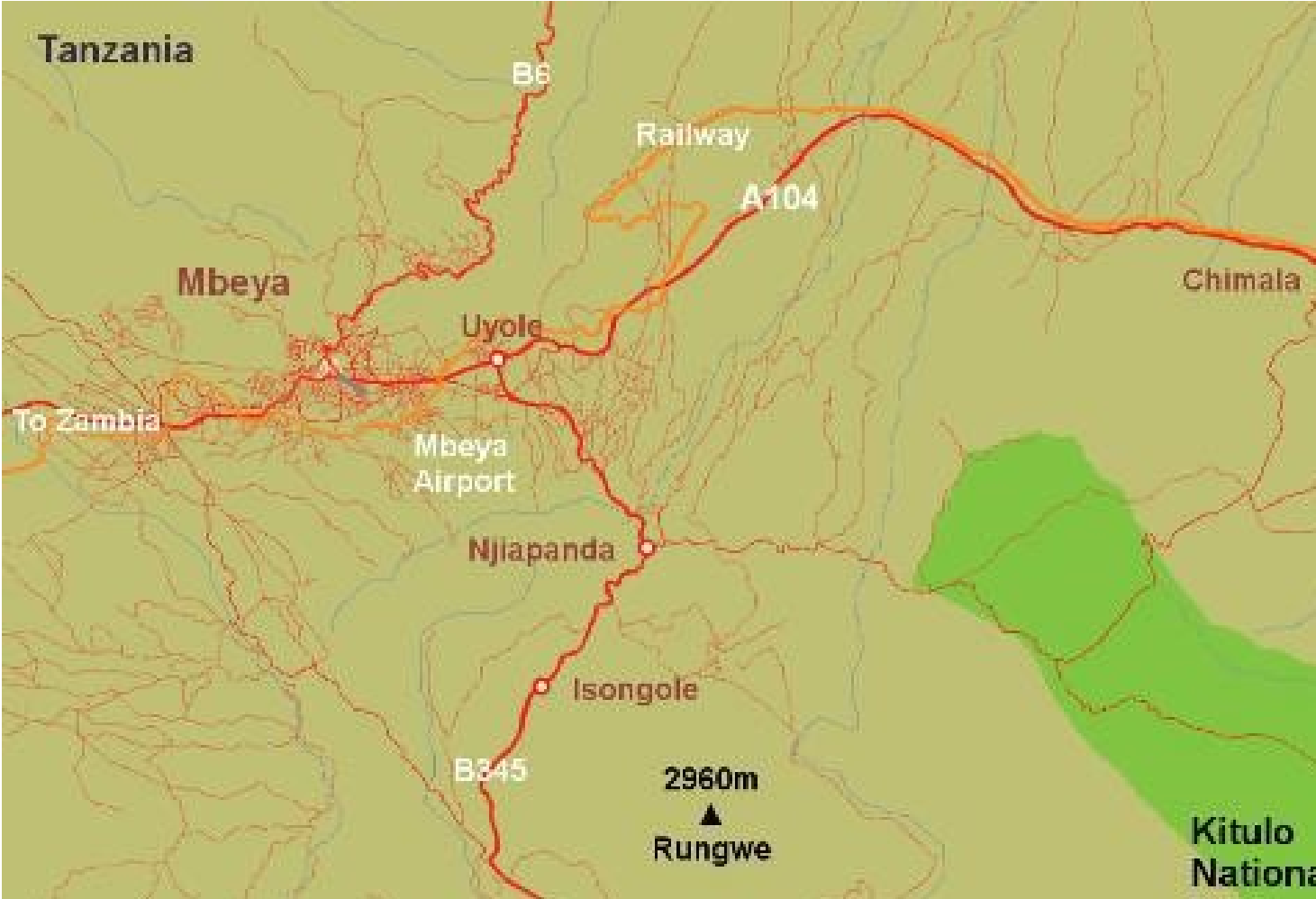
This will be prepared at the end of the Strategic Planning cycle. It gives an assessment of progress of meeting each objective using the established key performance indicators. It summarizes findings of main evaluations, analytical studies and reviews undertaken during the review period. The five-year outcome report will mainly be used in formulating the subsequent Strategic Plan

## **6.3 Evaluation Process**

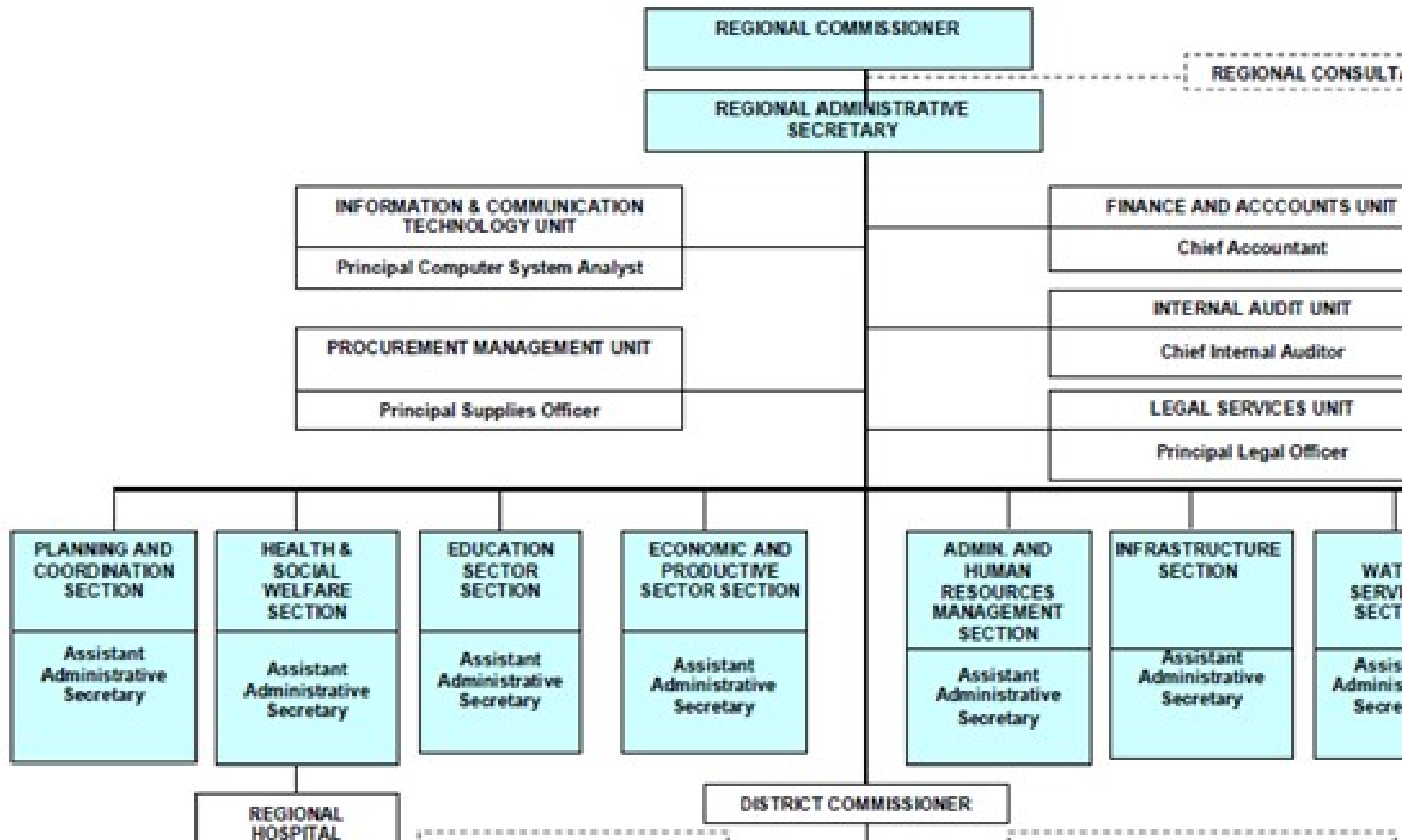
Evaluation process is intended to assess the performance outcome during the implementation of the plan in a given period. The established key performance indicators and associated target values in the Medium-Term Expenditure Framework (MTEF) will be used in assessing the deviations from the targets and objectives.

Evaluation outcomes will ultimately be used in making decisions on revision of targets and strategies for preparation of the subsequent Strategic Plan.

Annex i: THE STRATEGIC LOCATION OF MBEYA REGION



Annex ii: THE ORGANISATION STRUCTURE OF THE REGIONAL SECRETARIAT



Annex III: MBEYA RS' MEDIUM – TERM STRATEGIC PLAN MATRIX FOR THE YEAR 2018/19 – 2022/23

Objective one: Good Governance in RS, LGAs and Other Stakeholders Enhanced

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
1.	Good Governance in RS, LGAs and Other Stakeholders Enhanced	Strengthen participation in implementation and monitoring of good governance policies.	Statutory meetings and committees convened as scheduled by June, 2023	Administration and HR Management & Planning and Coordination Sections
		Strengthen community participation in development activities	Community participation in development initiatives in 7 LGAs sensitized and supported by June, 2023	Administration and HR Management Section
		Strengthening Management of Financial Management	Quarterly and Annual Internal Audit reports prepared and submitted by June, 2023.	Internal Audit Unit
		Strengthen participation in implementation and monitoring of good governance policies.	Monitoring and Evaluation on RS Development conducted by June, 2023.	Administration and HR Management & Planning and Coordination Sections
			Supportive supervision to DC's Offices conducted by June, 2023	
		Strengthen Management of Procurement processes	Annual Procurement Plan and Reports prepared and submitted by June, 2023	Procurement Unit
		Strengthening support in Legal issues	Technical Support on legal issues to RS and 7 LGAs provided by June 2023.	Legal Unit

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
		Strengthening of support in resolving land disputes and control	Awareness on land laws, regulation and circulars established by June, 2023	Infrastructures Section
		Strengthening of support in resolving land disputes and control	Land use plans and management in the Region supervised and maintained by June, 2023	Infrastructures Section
		Strengthening Management of Financial Management and performance	Quality Reports prepared and submitted to higher levels June, 2023	All Sections and DC's Offices
		Strengthening support in Education interventions	Secondary Schools Boards established and convened as scheduled by June, 2023.	Education Section
			Statutory Educational institution committee meetings coordinated by June, 2023	Education Section

**Objective Two: Human Resource Management in RS and LGAs Enhanced**

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
2.	Human Resource Management in RS and LGAs Enhanced	Ensure RS is availed with skilled staff	Qualified staff for RS recruited and maintained by June, 2023	Administration and HR Management Section
		Equip Staff with relevant and needy skills	RS staff equipped with relevant skills by June, 2023	Administration and HR Management Section
		Strengthening Management of Financial Management and performance	Monitoring and evaluation of Human Resource performance in RS undertaken by June 2023	Administration and HR Management Section

**Objective Three: Environmental and Disaster Management Plans and Programmes in RS and LGAs Enhanced**

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
3.	Environmental and Disaster Management Plans and Programmes in RS and LGAs Enhanced	Maintain Management of Environment and Sanitation	Environmental Management Plans and programmes in RS and 7 LGAs operationalised by June, 2023	Administration and HR Management, Planning and Coordination, Economic, Environmental and Productive and Water Sections
			Environmental and Disaster Management training conducted in RS and 7 LGAs by June, 2023	
		Develop and sustain Economic and Productive sectors	Agricultural input (fisheries, livestock and agriculture) quality control strategies implemented by June, 2023	Economic, Environmental and Productive Section
			Forest, Wildlife, Tourism and Environmental management strategies implemented by June, 2023	
		Control and develop mechanisms to mitigate and reduce effects from disaster occurrences	Disaster mitigation strategies on Agricultural sector developed and implemented by June, 2023.	Administration and HR Management, Planning and Coordination and Economic, Environmental and Productive Sections
			Disaster mitigation strategies developed and implemented in Educational Institutions by June, 2023.	
Maintain environment viability to support economic and productive sectors	Climate change mitigation and adaptation plans in water sources initiated by June, 2023.	Water Section		



**Objective Four: Interface between RS, LGAs, MDAs and other stakeholders Enhanced.**

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
4.	Interface between RS, LGAs, MDAs and other stakeholders Enhanced.	Ensuring good governance and accountability	Rules, Regulations, National Policies and Guidelines are interpreted and disseminated to 7 LGAs and other stakeholders by June, 2023.	All Sections and DC's Offices
		Enhancing and sustain internal control	Quarterly and Annual Internal Audit reports prepared and submitted by June, 2023	Internal Audit Unit
		Strengthening Management of Financial Management and performance	Technical support to RS and 7 LGAs on Planning, Budgeting and Performance Management provided by June, 2023	Planning and Coordination Section
		Strengthening Management of Financial Management and performance	Monitoring and Evaluation of development initiatives and programmes in RS and 7 LGAs carried out by June, 2023	All Sections and DC's Offices
		Support communities in development initiatives	3000 income generating activities groups established and strengthened in 7 LGAs by June 2023	Planning and Coordination Section
			Women and youth economic groups established, promoted and registered in 7 LGAs by June 2023	
		Ensuring quality services to youth generation is maintained	Early pregnancy and marriage cases in the community reduced in 7 LGAs by June 2023	Health Section
		Ensuring Community safety is maintained	Gender Based Violence and Violence Against Children in 7 LGAs reduced by June 2023	Planning and Coordination and Health Sections

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
		Involve communities to participate in initiating and carrying out development initiatives	The level of community participation in development initiatives improved in 7 LGAs by June 2023	Administration and HR Management, Planning and Coordination Sections and DC's Offices
		Strengthen proper allocation of stakeholders' resources	NGOs and other stakeholders interventions coordinated in 7 LGAs by June 2023	Planning and Coordination Section
		Ensuring community health is supported	Under 5 birth registration coordinated in 7 LGAs by June, 2023	Planning and Coordination and Health Sections
		Maintain quality of government buildings	Quality and standards control of RS and LGAs' buildings monitored by June, 2023	Administration and HR Management, Planning and Coordination and Infrastructure Sections
		Quality of education provision is maintained	Educational Performance improvement initiatives by stakeholders coordinated and implemented by June, 2023.	Education Section
		Good governance in water sector maintained	Technical support on social accountability and transparency in Water Boards, COWSOs and other stakeholders promoted and maintained by June 2023	Water Section
		Ensuring sanitation in communities is maintained	WASH activities in households and schools coordinated and best practice promoted by June 2023	Water Section
		Quality of water services provided	New Innovation and technology in water engineering works coordinated and collaborated by June 2023	Water Section

**Objective Five: Resource Allocation and Management Enhanced**

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
5.	Resource Allocation and Management Enhanced	Ensuring statutory benefits to staff is maintained and provided accordingly	Annual PE budget for RS prepared by June 2023	Administration and HR Management Section
		Strengthening Management of Financial Management	Financial Management in RS maintained by June, 2023	Finance Unit
		Develop mechanisms for LGAs' self-dependencies	LGAs own source Revenue Collection mobilised according to budget by June, 2023	Local Government Management Section
		Develop mechanisms for LGAs' self-dependencies	Local Government reform initiatives implemented by June, 2023	Local Government Management Section
		Strengthening Management of Financial internal control	Technical Support on financial management and controls in 7 LGAs provided by June 2023	Local Government Management Section, Internal Audit and Finance Units
		Strengthening Management of Financial internal control	Internal Audit systems operationalized by June, 2023	Internal Audit

**Objective Six: Working Environment in RS Improved**

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
6.	Working Environment in RS Improved	Improve working conditions and incentives to staff	Working tools and incentives to RS Staff provided and maintained by June 2023	All Sections and Units, and DCs' offices.
		Improve office and residential accommodations	Staff houses and offices buildings constructed and rehabilitated by June 2023	Administration and HR Management & Infrastructure Sections

**Objective Seven: Services Improved and HIV/AIDS Infections Reduced**

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
7.	Services Improved and HIV/AIDS Infections Reduced	Enhance awareness of HIV and AIDS to RS Stall	RS Staffs living with HIV/AIDS supported with incentives by June, 2023	Planning and Coordination Section, Health and Social welfare Section and DC's Offices
		Develop programmes to fight the spread of HIV/AIDS in work places	HIV/AIDS awareness and trainings to RS staffs coordinated by June, 2023	Planning and Coordination Section, Health and Social welfare Section and DC's Offices
			HIV prevalence reduced from 9.3% to 7% in the Region by June, 2023	Planning and Coordination Section, Health and Social welfare Section and DC's Offices

**Objective Eight:**

**Implementation of the National Anti-Corruption Strategy Enhanced and Sustained**

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
8.	Implementation of the National Anti-Corruption Strategy Enhanced and Sustained	Reduce anticorruption cases and occurrences	National Anti-Corruption strategy effectively implemented in RS and LGAs by June, 2023.	All Sections, Units and DC's Offices

Objective Nine:

E – Governance enhanced

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
9.	E – Governance enhanced	Ensuring and strengthening E – Governance	Management Information System (MIS) installed and operationalised in RS and 7 LGAs by June, 2023	ICT Unit
		Ensuring publicity of government performance if addressed	Government website framework maintained and supported to RS and 7 LGAs by June, 2023	ICT Unit

**Objective Ten:**

**Access to quality socio-economic and cultural services improved**

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE
10.	Access to quality socio-economic and cultural services improved	Ensure provision of Quality education services	Provision of quality education services in the Region coordinated by June, 2023	Education Section
		Reduce stunting in the region	Nutrition programmes for primary school and secondary school children coordinated by June, 2023	Health Section
		Ensure provision of Quality education services	Technical Support on quality education services provided by June, 2023	Education Section
		Ensure provision of Quality water services	Access to clean and safe water supply coordinated and sustained by June, 2023	Water Section
		Ensure provision of Quality water services	WSDP plans and engineering projects coordinated by June, 2023	Water Section