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PREFACE



This Revised Strategic Plan provides a framework for Regional action during the next five years, it has been developed purposefully to meet and achieve the Region priorities and target through focusing on the Strategic Development Goals (MDGs) of 2030, Tanzania Development Vision by the year 2050, National Five-Year Development Plan 2026/27–2030/31, Medium Term Expenditure Framework (MTEF) and the plan reflects to fulfil the Region’s vision and mission.

The SP show the most pressing priorities facing the Region, recognizing the need to make choices from among many challenges and opportunities to ensure long-term success, effectively address and improve the livelihood of people in Shinyanga Region.

The Plan is built on three pillars of accelerating transformation namely; Strong, Inclusive and Competitive Economy, Building Human Capabilities and Social Development, and Environmental Integrity and Climate Change Resilience. Consequently, the Plan aspires to build a base for transforming Tanzania into a semi-industrialized nation as stipulated in the Tanzania Development Vision (TDV) 2031. Nonetheless, it is guided by key principles: Democracy Rights and Freedoms, Dignity, Peace and Unity, Natural Wealth and Resources, Culture and National Ethos, this form the basis for its realization as stipulated from Tanzania Development Vision 2050

Other strategic Objectives that were examined during the planning process, include addressing; Service improved and HIV/AIDS infections reduced, National Anti-Corruption Strategy and Action Plan enhanced and sustained, Good Governance and Managerial Services enhanced, Social services improved, Economic service improved, Socio – Economic infrastructures improved, Natural resources and environmental management improved, Social welfare, gender and community empowerment strengthened, Emergence preparedness and disaster management improved, Management of Environment and Ecosystems Enhanced and Sustained and Multi-Sectoral Nutritional Services will be reviewed periodically as the Council carries out and updates the Strategic Plan over the next five years. Some aspects of these issues have been incorporated into priority goals.

The preparation of this SP was participatory involving key stakeholders from the government and private sector in the region. With my heartfelt gratitude, I would like to appreciate CP Salum Hamduni-Regional Administrative Secretary (RAS) for valuable technical and financial support in preparation of this document. Moreover, I would like to recognize the coordination of Mr. Alex Mpsa- Assistant Administrative Secretary-Planning and Coordination and taskforce members for the participation and valuable contribution during development of this document

I honor the work done by various stakeholders at National, Regional and Council level who technically contributed to the development of this strategic plan. It is our strong belief and conviction that the strategies set out in this Strategic Plan will effectively address and improve the livelihood of the people in Shinyanga Region.

Mboni Mhita

REGIONAL COMMISSIONER (SHINYANGA)

FOREWORD



This Strategic plan for Shinyanga Region is a result of efforts and contribution from Regional Secretariat Management, Municipal Councils, District Councils, stakeholders and individuals who participated throughout the process of developing this strategic plan.

This Plan is also the product of a consultative process with relevant stakeholders in cognisance of the diverse players in the Region and revises the current Strategic Plan for the period. The Region has consistently improved during the last few years, directly contributing and impacting on the growth of the country's economy. During the past Strategic Plan, Shinyanga Region settled a lot of strategies on addressing different problems, thus the current RSP will accelerate much the development of the Region by addressing the identified problems and challenges.

The Five-Year Strategic Plan (SP) for the year 2026 -2031 is a reflection of the priorities of the RS in the next five years. It has been informed by Strategic Development Goals (MDGs) of 2030, Tanzania Development Vision by the year 2050, the Medium-term Expenditure Framework (MTEF), which is a combination of previous plans i.e. the Rolling Plan, Forward Budget and Performance Budget. The focus of this Strategic Plan is on improving the quality of public services facilitated by Shinyanga Region. The SP also broadly aims at mainstreaming cross-cutting issues such as gender, corruption and fighting prevalence of HIV/AIDS, includes supporting services to people of Shinyanga Region living with HIV/AIDS. In brief the Strategic Plan for the year 2026/31 has been designed to consolidate and ignite an impetus of excellence in the provision of public services in the Region. It is our hope that the government, stakeholders and the people of Shinyanga will render their support to ensure the aspirations of the plan are realized.

The Plan charts out broad direction forward based on described Mission, Vision and Objectives of the Region. It however reveals Key Results Areas and Key Performance Indicators to be followed as a guide during implementation. The key result areas and strategic objectives of RSP were derived from a stakeholders' workshop, District Councils and Municipal Councils assessment and performance reviews. Lists of critical issues that need interventions were identified and incorporated in the plan. The Strategic Plan document looks further at a generalized outlook for medium term strategic plan machinery that highlights on strategic objectives, targets, performance indicators, activities and timeframe for key issues, followed by the financing plans for each service area.

Finally, the Strategic Plan draws attention to some factors that might influence successful achievement of regional vision and mission through effective implementation. The factors such as financial resources, human resources, good governance, community participation and gender can act, as either enablers or obstacles depending on whether they facilitate or impede implementation of the plan.

On behalf of the Shinyanga Region and its Management, we wish to thank all those who have contributed in one way or another in making it possible to successfully complete preparation of this Region Five Years Strategic Plan. This is an important tool that will assist the Region implement its activities effectively and efficiently.

CP Salum Hamduni
REGIONAL ADMINISTRATIVE SECRETARY (SHINYANGA)

LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	: Acquired Immune Deficiency Syndrome
AMCOS	: Agricultural Marketing Co-operative Societies
CCHP	: Comprehensive Council Health Plan
CCRO's	: Customary Certificate Right of Occupancy
CHF	: Community Health Fund
COWSOs	: Community Owned Water Supply Organizations
EMIS	: Environmental Management Information Systems
FBO	: Faith Based Organisations
FGIO	: Foreign Governments International Organisations
GDP	: Gross Domestic Product
GIS	: Geographical Information Systems
HIV	: Human Immunodeficiency Virus Infection
ICT	: Information Communication and Technology
IPSAS	: International Public Sector Accounting Standards
KACU	: Kahama Cooperative Union
KASHWASA	: Kahama Shinyanga Water Supply and Sewerage Authority
KUWASA	: Kahama Urban Water Supply and Sewerage Authority
LAN	: Local Area Network
LGAs	: Local Government Authorities
M&E	: Monitoring and Evaluation
MTEF	: Medium Term Expenditure Framework
MUCCOBS	: Moshi University Collage of Cooperative and Business Studies
NGOs	: Non-Governmental Organisations
O&OD	: Obstacle and Opportunity for Development
OUT	: Open University of Tanzania
PMU	: Procurement Management Unit
PPP	: Public Private Partnership
RAS	: Regional Administrative Secretary
RC	: Regional Commissioner
RHMT	: Regional Health Management Team
RSP	: Region Strategic Plan
RUWASA	: Rural Water Supply Authority
SACCOS	: Savings and Credit Cooperative Society
SDGs	: Sustainable development Goals

SHUWASA : Shinyanga Urban Water Supply and Sewerage Authority
SP : Strategic Plan
SWOC : Strengths, Weaknesses, Opportunities and Challenges
TARURA : Tanzania Rural and Urban Roads Agency
TASAF : Tanzania Social Action Fund
TDV : Tanzania Development Vision
TPA : Third Part Administrator
TU : Trade Unions.
VETA : Vocational Education and Training Authority
VNRCs : Village Natural Resources Committee

DEFINITION OF KEY CONCEPTS

Vision: A Vision represents an ideal statement briefly describing a future state of which RS desires to achieve. It will set a process in motion in order to become a service oriented and high performing institution; it ends to consider along with mission and value.

Mission: A Mission statement states what services and benefits the RS will offer to the customers based on the reasons for its existence. It also identifies the scope of its operations/services; and when its customers need them.

Core Values: Core Values are the guiding principles that all RS staff will to abide and commit themselves for the attainment of the shared and agreed Vision and guide culture of the RS.

Objectives: An objective describes an intended outcome or impact in a specified period and summarizes why a series of actions have been undertaken. In this case, the RS objectives describe measures of progress that is needed to get to the desired destination that is what is to be achieved and the improvements to be made.

Target: Targets are the goods or services produced over a given period of time by RS in order to achieve its objectives.

Indicators: Indicators are quantitative or qualitative factors or variables that provide simple and reliable means to measure RS achievements over time that and as such reflect the changes resulting from a number of interventions. Usually, indicators are indirect measures of an underlying phenomena or quality.

Stakeholders Analysis Process is a process of identifying and analysing stakeholders of any organisation for thier participation in implementing its activities in specified period of time.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Regional Secretariat:

In 1963 Shinyanga Region was inaugurated from the former Lake Province which was led by Provincial Commissioner. At its inauguration the region had three rural districts namely Shinyanga, Maswa and Kahama with one town known as Shinyanga Township. Provinces were dissolved due to the gradual decline in basic service provision compounded by continuing mismanagement in most Local Councils. The government abolished the system and replaced it by decentralized system of de-concentration as a result of the Decentralization Act No. 27 of 1972.

This administrative structure was put to an end in 1997 when the Regional Administration was restructured under the Regional Administration Act No. 19 of 1997 which led to the establishment of Shinyanga Regional Secretariat and become part of Central Government. According to this Act the Regional Commissioner (RC) became the head of the Regional Administration assisted by the Regional Administrative Secretary (RAS). The Regional Administrative Secretary is the Chief Executive of the Secretariat and also the Accounting Officer as per Section 8(1) of the revised Public Finance Act No. 6 of the year 2004. The Heads of Sections and Units are directly answerable to Regional Administrative Secretary. The Regional Secretariat are placed under the Ministry of Regional Administration and Local Government which is currently in the Prime Minister's Office.

The Shinyanga Region is currently subdivided into three (3) districts namely, Kahama, Kishapu and Shinyanga. There are six (6) Local Government Authorities (LGAs) namely; Shinyanga Municipal Council, Kahama Municipal Council, Shinyanga District Council, Kishapu District Council, Msalala District Council, and Ushetu District Council. There are also 14 divisions, 130 ward, 506 villages and 90 *mitaa*.

Table 1.1 : Land Area and Administrative Units

District	Council	Divisions	Wards	Villages	Mitaa
Kahama	Kahama MC	2	20	42	35
	Ushetu DC	2	20	112	-
	Msalala DC	1	18	92	-
Kishapu	Kishapu DC	3	29	117	-
Shinyanga	Shinyanga DC	3	26	126	-
	Shinyanga MC	3	17	17	55
Total		14	130	506	90

Source: Shinyanga Regional Commissioner's office, 2025

1.2 Mandate of the Region Secretariat:

Shinyanga Regional Secretariat is a body established under Regional Administration Act, No. 19 of 1997 as amended by The Local Government Laws (Miscellaneous Amendments) Act, 2006 for the purpose of strengthening and promoting the local government system. Shinyanga RS is therefore charged with the supervisory and advisory roles to the Local Government Authorities. It has the responsibility of promoting and facilitating access to excellent services in the Region and it is therefore discharge's its roles and functions through different Sections and Units.

1.3 Roles and Functions of the RS:

The roles and functions of Shinyanga RS are stipulated under Sec. 29 of Local Government Laws (Miscellaneous Amendments) 2006 as follows: -

- a) To monitor sector trends;
- b) To provide technical and administrative assistance to offer policy interpretation;
- c) To recommend strategies and techniques for overcoming bottlenecks for productivity;
- d) To identify development opportunities;
- e) To monitor quality and standards of service delivery;
- f) To carry out delegate function of Ministries.
- g) To enhance institutional capacity; and
- h) Does all such acts and things as shall facilitate or secure the effective, efficient and lawful execution by the local authorities of their statutory or incidental functions.

1.3.1 Specifically the Roles and Functions of RS:

- a) Maintaining peace and order in the region;
- b) Promoting good governance in the region;
- c) Creating a conducive environment for local government to perform their functions;
- d) Overseeing and coordinating government operations in the region;
- e) Providing for institutional development for the region and local government authorities;
- f) Interpreting and supervising the implementation of government policies, laws, regulations and guidelines in the region;
- g) Providing linkage between central government, regions and local government authorities;
- h) Managing stakeholders and non-state actors in the region; and
- i) Monitoring and evaluating of political, social and economic issues;

1.4 Core Values:

The RS Shinyanga believes its work will be needed for many years to come. We therefore expect the following core operating values will always influence its culture and public image as an

effective government arm facilitator and service provider to all stakeholders for many years to come.

- a) ***Teamwork spirit*** – RS staff work together in a participatory manner.
- b) ***Integrity and Accountability*** – The RS has the highest level of integrity in its administrative, service, and outreach activities; and we deliver services and advises with trust, honestly and transparently and we maintain and report our records accurately.
- c) ***Diligence*** – The RS devote and adhere to rules, regulations procedures and maintain confidentiality.
- d) ***Flexibility*** – The RS accept new ideas and allow changes when need arises to cope with our vision and mission.
- e) ***Customer focus, Caring attitude and Responsiveness*** – RS always value customers and strive to meet their expectations. It demonstrates compassionate support and concern for (people with disabilities), educate and inform them and stakeholders. In so doing, RS finds solutions meeting the needs and preferences of customers through direct and right service and support or referrals to other providers (of services and support).
- f) ***Respectfulness*** – The RS honours people with disabilities, encouraging each person to take control over his/her own life, and respect roles of families.
- g) ***State of the Art Practices*** –The RS aims for excellent, high quality, state-of the-art approaches that stakeholders can always count on.
- h) ***Partnerships*** – The RS works with various partners and advocates for quality service by all partners.
- i) ***Advocacy*** – The RS educates the public and advocates for the long-term social and economic development and improved wellbeing of the people.
- j) ***Financial Sustainability*** – RS always strive to deliver reports with well organised and standard financial statements.
- k) ***Fairness and equity:*** - In provision of social services, fairness and equity shall be adhered among and between clients
- l) ***Efficiency and effective:*** - Civil servants and all stakeholders shall ensure available resources are efficiently and effectively utilized.
- m) ***Community participation:*** -The community shall be involved in planning, implementation, monitoring and evaluation of development activities.

1.5 General objectives;

Shinyanga Regional Strategic Plan is guided by the following key principles that form the basis for its realization as adapted from Tanzania Development Vision 2050

- a) Democracy, Rights, and Freedoms

- b) Dignity
- c) Peace and Unity
- d) Natural Wealth and Resources
- e) Culture and National Ethos

In order to achieve Five Year Development Plan 2026/27 – 2030/31 mission; *Reforms and Competitiveness for Transformation and Sustainable Jobs* the following pillar will be used

- *Pillar 1: Strong, Inclusive and Competitive Economy*
- *Pillar 2: Building Human Capabilities and Social Development*
- *Pillar 3: Environmental Integrity and Climate Change Resilience*

1.6 The Approach:

This strategy document shows what the Region wishes to achieve and the main actions it will need to undertake in the future. It is a collective and participatory process, involving all Sections, Units and consultation with a wide range of stakeholders. The approach has looked at a big picture from a long-term perspective by clarifying Region priorities and unifies the staff in the pursuit of shared objectives. It has also provided an opportunity to address fundamental questions, to focus away from day to day operations, and have taken initiatives to improve performance.

The process of developing this plan involved Situational Analysis which covered Performance Review, Stakeholders and Strength, Weakness, Opportunity and Challenge (SWOC) analysis. The situational analysis came up with areas of improvement and critical issues that need to be addressed in the plan. A number of critical issues were identified and were considered as bases for developing vision, mission, core values, objectives, strategies, targets and key performance indicators.

1.7 Policy Issues

The Regional Strategic Plan for 2025/26 to 2030/31 has been formulated within the basis of the country's national policy. The policy framework reflects the following issues: -

- 1) Past version of the Strategic Plan 2021/22 by brainstorming ways on the current Mission, Vision, Objectives and Targets can be improved,
- 2) Sustainable development Goals (SDGs) of 2030
- 3) Africa Development Agenda 2063
- 4) Tanzania Development Vision by the year 2050,
- 5) Sectoral Policies,
- 6) The Medium-Term Expenditure Framework (MTEF), which is a combination of previous plans has linked with the Strategic Plan in allocating resources,
- 7) The legislation, as amended to support the on-going Local Government Reforms,

8) CCM Election Manifesto of 2025-2030

9) Budget Act of 2015

1.8 Strategic Plan Preparation

The Reviewed Strategic Plan has been prepared with a view of guiding the implementation processes in strategic directions. It also aimed at creating a common understanding within Shinyanga Regional Secretariat and staff in order to enhance their collective contribution in attainment of core functions, objectives and targets. It is therefore designed to capitalise on Shinyanga Region community as whole their strengths, weaknesses, opportunities and address critical of the Region. It serves a clear yet flexible roadmap to guide our choices and direct our resources over the course of the plan.

1.9 Structure of the Report

This plan consists of five (5) sections. The first section introduces the strategic plan and provides some background information of the approach used.

The second section is a summary of the Situational Analysis which entail the Socio-Economic Profile; and followed by review of existing information in terms of service delivery situation in the Region supplemented recent initiatives for improving performance. In this section also include:

- Stakeholder Analysis and SWOT/C,
- Summary of critical issues,
- Names of key stakeholders,
- Summary of the main challenges,
- Responsibility of every stakeholder involved

The third section narrate the major achievements obtained when implementing past Strategic Plan 2021/22-2025/26. The Region values both core and generic ones are presented

The fourth section presents and formulated adopted Vision and Mission statements for the Region. It looks at medium term strategic plan which highlights on strategic Objectives, Targets, performance indicators and activities and timeframe; for each sector, followed by the financing plans for each service area are detailed.

The fifth section explain the Monitoring and Evaluation Strategy of the Strategic Plan.

CHAPTER TWO

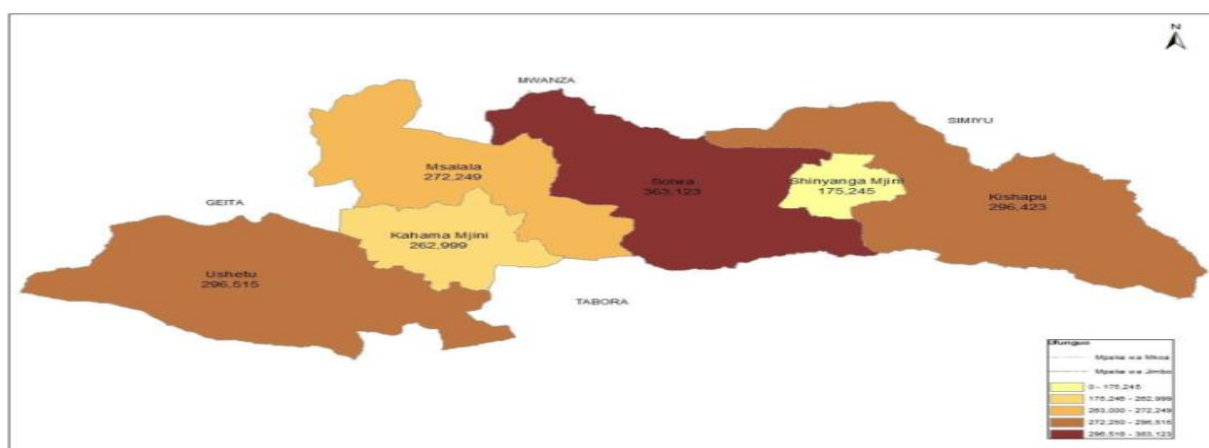
2.0 SITUATIONAL ANALYSIS

2.1 Overview of the Regional Social and Economic Profile:

This part highlights geographical location, surface area, population and demographic pattern, administrative units, topography and land use patterns, climate, productive sectors and other Socio-economic elements of Shinyanga Region.

2.1.1 Geographical Location

Shinyanga region is in the North Western part of Tanzania Mainland. It lies between latitude 3⁰15" and 4⁰30" South of the Equator and between longitudes 31⁰30" and 34⁰15" East of the Greenwich Meridian. Shinyanga region is located to the South of Lake Victoria and has geographical boundaries with five regions namely Geita to the west, Mwanza to the north, Simiyu and Singida to the east and Tabora to the south.



A map of Shinyanga Region 2025

2.1.2 Population

The population of Shinyanga region has experienced significant growth from 2012 to 2022. Table 2.1 reveal that, the region's population has increased by 46.0 percent in 2022 from 1,534,808 persons in 2012 to 2,241,299 persons (2022 population census results) resulting in a significant increase of 706,491 persons during the two periods and it has a total surface area of 18,555 km² equivalent 0.02 percent of Tanzania Mainland land area of 8,598,700 hectares. The average annual population growth in the region is 3.8 percent which is above to national annual average growth rate of 2.7.

At council level, Shinyanga DC was the most populous for both periods (21.8 and 20.9 percent in 2012 and 2022 respectively) while Shinyanga MC was least populous for both periods 10.5 percent in 2012 and 9.6 percent in 2022.

Table 2.1; Population for Shinyanga Region

Council	Land Area (sq. km.)	2012		2022		Population Increase	Growth Rate
		Pop. Census Number	Percent	Pop. Census Number	Percent	2012 - 2022	2012 - 2022
Kahama MC	1,515	242,208	15.8	453,654	20.2	211,446	7.9
Ushetu DC	5,311	273,075	17.8	390,593	17.4	117,518	3.9
Msalala DC	2,635	250,727	16.3	378,214	16.9	127,487	4.6
Kishapu DC	4,334	272,990	17.8	335,483	15.0	62,493	2.1
Shinyanga DC	4,212	334,417	21.8	468,611	20.9	134,194	3.6
Shinyanga MC	548	161,391	10.5	214,744	9.6	53,353	3.0
Total	18,555	1,534,808	100.0	2,241,299	100.0	706,491	4.2

Source: National Bureau of Statistics; 2012 and 2022 Population and Housing Censuses Reports

2.1.3 Climate

Shinyanga Region has a tropical climate with clearly distinguished rainy and dry seasons. The average rainfall ranged from 600mm to 900mm. The rainy season usually starts between mid-October and December and ends in May. Based on Climate-Data, the average temperature in Shinyanga is 23.9 °C. The warmest month of the year is October with an average temperature of 26.0 °C. The lowest average temperature in the year occur in July when it is around 22.3 °C.

2.1.4 Soil, Vegetation and Topography

Shinyanga Region lies on 1,233m above mean sea level. The region's soil ranges from heavy clay soil, sandy soil, sandy loam soil, loam soils, red soils, clay, loamy soil, and sand loamy soil. The soil in Shinyanga region differs significantly according to the agro-ecological zones. The natural vegetation in Shinyanga region consists of extensive Miombo and Acacia woodlands. The vegetation is however decreasing due to human activities namely land cultivation, livestock keeping, and cutting trees as source of energy.

2.1.5 Regional Economy

Shinyanga Region has a diversified economy mainly depending on agriculture, livestock keeping, and mining. The Regional GDP at current market prices has been increasing steadily from about TZS 5.38 Billion in 2015 to about TZS 9.38 Billion in 2023. The regional GDP per capita (at market prices) increased from TZS 1.59 Million in 2015 to TZS 2.00 million in 2023.

Table 2.2: Gross Domestic Product (GDP) and Per Capita Income for Shinyanga (2011-2020)

Year	Regional GDP (TZS, 000)	Per Capita Income (TZS, 000)	Shinyanga's Share in National GDP
2015	5,389,294	1,596,344	5.93
2016	6,438,007	1,736,165	5.94
2017	6,936,110	1,703,695	5.84
2018	7,556,437	1,865,683	5.84
2019	8,171,484	1,939,798	5.84
2020	8,526,500	1,978,150	5.69
2021	8,738,200	1,926,300	5.72
2022	8,925,000	1,978,750	5.82
2022	9,225,000	1,998,950	5.99
2023	9,389,294	2,000,500	6.03

Source: National Bureau of Statistics (2020). Regional GDP at Current Market Prices

2.1.6 Productive Sectors

The main productive sectors include agriculture, livestock, natural resources, mining and the industrial development sector.

2.1.6.1 Agriculture:

Agriculture forms the backbone of Shinyanga's economy, providing employment for about 75 percent of the region's workforce. The region produces both food and cash crops. The main food crops include paddy, maize, sorghum, cassava, sweet potatoes, and bulrush millet, whereas the principal cash crops are cotton, sisal, cashew nuts, tobacco, chickpea, and sunflower. Key strategic crops cultivated in the region are cotton, paddy, tobacco, chickpea, sunflower, and green gram. Out of an estimated 1,068,098 hectares suitable for agriculture, an average of 795,957 hectares is cultivated each year, accounting for 74.5 percent of the arable land.

i. Food Crops:

Maize is the leading crop in terms of cultivation, accounting for 39 percent of the total, followed by paddy (35%), sweet potatoes (12%), sorghum (8%), and bulrush millet (2%) (Table 2.3). Based on a population of 2,241,299, the region requires an average of 531,747 tons of food crops. However, the region consistently meets its food needs, producing an average of 1,025,641 tons annually. Table 2.3 below illustrates the trends in food production over three years from 2022 to 2025.

Table 2.3: Trends of Food Crops Production 2022 – 2025 (in tonnes)

Crop	2022/2023		2023/2024		2024/2025		Average		Cultivation (%)	Productivity (ton/ha)
	ha	Ton	Ha	ton	ha	Ton	ha	ton		
Maize	193,596	173,916	242,820	351,440	188,647	263189	208,354	262,848	39	1.3
Paddy	156,740	252,039	242,576	523,658	166,458	306846	188,591	360,848	35	1.9
Bulrush millet	10,230	8,817	13,761	8,769	13,866	9378	12,619	8,988	2	0.7
Sorghum	28,841	25,091	49,504	47,600	47,675	40391.9	42,007	37,694	8	0.9
Cassava	26,089	91,058	18,628	81,298	13,036	64674	19,251	79,010	4	4.1
Sweet potato	78,454	265,444	66,488	300,308	55,789	263008	66,910	276,253	12	4.1
Total	493,950	816,364	633,777	1,313,073	485,471	947,487	537,733	1,025,641	100	

Source: Regional Commissioner's Office, 2025

ii. Cash crops

The leading cash crop in the region is cotton, accounting for 35.5% of cultivated area, followed by chickpeas (20.3%), green gram (19.1%), tobacco (15.3%), and sunflower (9.9%) (Table 2.4). On average, 139,846 hectares are cultivated with cash crops each year, producing an average of 89,200 tons. Cash crop production contributes to providing raw materials for industries, creating employment, generating foreign exchange, and improving the economic well-being of households, the region, and the nation as a whole. Table 2.4 below presents the list of cash crops grown in the region and the production trends over three years.

Table 2.4: Trends of Cash Crops Production 2022 – 2025 (in tonnes)

Crops	2022/2023		2023/2024		2024/2025		Annual average	Percentage (%)
	ha	ton	ha	ton	Ha	Ton		
Cotton	109,538	37,579	49,593	22,861	56,458	34,423	71,863	35.5
Sunflower	10,690	7,277	9,122	8,000	12,628	11,205	10,813	9.9
Tobacco	13,253	14,555	12,046	10,000	13,230	16,248	12,843	15.3
Chickpea	16,082	12,351	24,550	18,756	16,090	23,191	18,907	20.3
Green gram	26,087	16,095	24,161	15,216	25,974	19,758	25,407	19.1
Cashewnut	0	0	0	0	5	3	2	0.0
Sisal	0	0	16	40	16	40	11	0.0
Total	175,650	87,857	119,488	74,873	124,401	104,869	139,846	

Source: Regional Commissioner's Office, 2025

iii) Fertilizers

Subsidized fertilizers began to be distributed in the 2022/2023 season, and by 2025, a total of 39,732 farmers had benefited from 30,212 tons of subsidized fertilizers. Table 2.5 below shows the number of farmers who benefited from subsidized fertilizers.

Table No. 2.5: Number of farmers who benefited from subsidized fertilizers in Shinyanga Region

Year	Number of farmers	Quantity of Fertilizers (tons)
2022/2023	8,553	5,443
2023/2024	11,658	7,871
2024/2025	19,521	16,898
Jumla	39,732	30,212

Source: Tanzania Fertilizer Regulatory Authority 2025

iv) Cooperatives

Shinyanga Region has a total of 300 Cooperative Societies, of these, 296 are Primary Cooperative Societies and 4 are Secondary Cooperative Societies. The 296 Primary Cooperative Societies have a total of 22,101 members (18,990 males and 3,111 females). In addition, the number of farmers receiving services from Agricultural Marketing Cooperative Societies (AMCOS) is 124,791. Furthermore, farmers continue to be encouraged to join cooperative societies in their respective areas. Table 2.6 presents a breakdown of Cooperative Societies in the Region.

Table No. 2.6: List of Primary Cooperative Societies in Shinyanga Region

No.	Type of Cooperative	Number of members	Number of members		Total
			ME	KE	
1	AMCOS	255	16,939	1,866	18,805
2	SACCOS	16	1,531	1,050	2,581
3	MADINI	8	150	42	192
4	WAFUGAJI	2	58	28	86
5	MULTIPURPOSE	15	312	125	437
Grand total		296	18,990	3,111	22,101

Source: Regional Office of the Assistant Registrar of Cooperative Societies 2025

Secondary Cooperative Societies

The Region has a total of four (4) Secondary Cooperative Societies, namely: SHIRECU (1984) Ltd, operating in Shinyanga and Kishapu Districts; KACU Ltd, located in Kahama District; TANCCOPS Ltd, operating in 8 regions; and KAMICOJE, located in Kahama District. These Secondary Cooperatives are responsible for the monitoring of Primary Cooperatives under them.

iii. Irrigation

Shinyanga Region has a total of 109,551 hectares suitable for irrigation. At present, fifteen (15) developed irrigation schemes cover 4,089 hectares under irrigation, representing 3.73% of the area suitable for irrigation. The developed schemes include Lowa, Kahanga (Kahama MC), Nyenze, Itilima (Kishapu DC), Iwelyangula, Mwamalili, Mwamashela, Bugweto (Shinyanga MC), Nduguti, Nsalala, Butini, Masengwa, Nyida, Ishololo (Shinyanga DC, and Chela (Msalala DC). Areas designed for new irrigation schemes cover a total of 5,482 hectares. The planned schemes

include Lunguya (Kishapu District Council), Amani, Mwankanga, Igaganulwa (Shinyanga District Council), Butibu/Bulungwa, Nhimbo, and Kisuke (Ushetu District Council).

In addition, irrigation dams are planned to be constructed that will serve 2,517 hectares. The proposed dams include Ishololo and Nsalala/Butini (Shinyanga District Council), as well as Lubaga (Kishapu District Council).

Furthermore, the Government plans to drill 30 wells for irrigation purposes. The wells will be drilled at Ibadakuli, Mwamalili, Kizumbi, Mwawaza, and Lubaga (Shinyanga Municipal Council); Mwantini, Samuye, Bunonga, Shilabela, and Nzoza (Shinyanga District Council); Mitonga, Hundi/Nyamilangano, Mpunze, Bugomba B, and Mwadui (Ushetu District Council); Ntobo A, Nundu, Gula, Ntungura, and Lunguya (Msalala District Council); Iseke, Iyenze, Wendele, Mondo, and Mpera (Kahama Municipal Council); and Negezi, Kakola, Mwakipoya, Sogwa, and Dulisi (Kishapu District Council). The Nyida irrigation scheme is currently under construction, with 90% of the work completed, at an estimated cost of 14,609,256,420.40 TZS upon completion. Crops cultivated under irrigation include paddy, maize, and horticultural crops, mainly tomatoes, onions, cabbage, eggplant, watermelon, and capsicum.

2.1.6.2 Livestock

The livestock sector, encompassing both animal husbandry and poultry, ranks second in the economy of Shinyanga Region. Livestock provides substantial income and often determines the economic and social status of households in many communities. In Shinyanga, livestock keeping is mainly practiced using traditional methods and predominantly involves indigenous cattle breeds. Other livestock include goats, sheep, donkeys, pigs, poultry, camels, and dogs. The livestock sub-sector plays a vital role in enhancing food security and reducing poverty at the household level.

In 2025, the total livestock population in the region was estimated at 6,042,226, comprising 1,136,187 cattle, 590,175 goats, and 256,511 sheep, with cattle representing 18.8% of the regional livestock population (Table 2.7). Among the councils, Shinyanga District Council has the largest livestock population, totaling 3,109,875, compared to other councils (Table 2.7).

The region has a large livestock population of 6,042,226, but livestock infrastructure is limited, comprising 45 cattle dips, 6 modern abattoirs, 28 slaughter slabs, and 53 charcoal dams. There are 22 primary livestock markets and one secondary market, the Mhunze Livestock Market, where livestock sales take place. Table 2.7 shows the livestock population in Shinyanga Region for the year 2025.

Table 2.7: Number of Livestock in Shinyanga Region in 2025

Type of Livestock	Kahama TC	Kishapu DC	Msalala DC	Shinyanga DC	Shinyanga MC	Ushetu DC	Grand Total
Cattles	91,282	393,371	182,700	229,443	39,377	200,014	1,136,187
Goats	25,648	248,219	80,250	127,800	31,227	77,031	590,175
Sheeps	617	133,035	28,566	68,449	12,400	13,444	256,511
Poultry	38,924	532,700	325,416	2,677,404	74,258	376,897	4,025,599
Pigs	6,963	1,503	3,439	2,893	4,005	1,725	20,528
Donkeys	1,583	2,821	3,116	3,886	771	1,049	13,226
Total	165,017	1,311,649	623,487	3,109,875	162,038	670,160	6,042,226

Source: Regional Commissioner's Office, 2025

In terms of milk production, the region produces an average of 502,184 liters annually, totaling approximately 15,065,531 liters within five years (2021–2025) (Table 2.8). Shinyanga Municipal Council leads in milk production, averaging 1,427,120 liters per year, while Msalala District Council records the lowest average production in the region, at 74,273 liters annually (Table 2.8). Table 2.8 below presents the five-year milk production trends (2021–2025) for all district councils in the region.

Table 2.8: Milk Production (Litres) in Shinyanga Region from 2021 to 2025

Year	Kahama TC	Kishapu DC	Msalala DC	Shinyanga DC	Shinyanga MC	Ushetu DC	Grand Total (Litres)	Average milk production (Litres)
2021	802,688	115,162	73400	472,340	1,172,622	102,456	2,738,668	456,445
2022	856,870	121,394	77610	526,567	1,091,991	122,764	2,797,196	466,199
2023	964,678	157,858	70050	565,080	1,119,782	158,853	3,036,301	506,050
2024	1,018,236	185,089	71100	584,505	1,042,812	194,281	3,096,023	516,004
2025	1,272,794	221,106	79206	605,647	999,913	218,677	3,397,343	566,224
Jumla	4,915,266	800,609	371,366	2,754,139	5,427,120	797,031	15,065,531	502,184

Source: Regional Commissioner's Office, 2025

In terms of meat production.....

Table 2.7: Meat production (ton) in Shinyanga Region from 2021 to 2025

Year	Kahama MC	Kishapu DC	Msalala DC	Shinyanga DC	Shinyanga MC	Ushetu DC	Grand Total (ton)
2021				3.4			
2022				3.5			
2023				3.6			
2024				3.7			
2025				3.8			
Jumla							

Source: Regional Commissioner's Office, 2025

2.1.7 Natural Resources

The natural resources sector comprises various sub-sectors, including forestry and beekeeping. The sector plays an important role in, among other things, conservation of water sources and soil fertility, controlling land erosion, and providing a source of wood fuel and industrial materials.

i. Forestry

Forestry in Shinyanga Region includes the Nyamba and Busongo Forest Reserves (Kishapu District), Mwantini and HASHI Forest Reserves (Shinyanga District), Mkweni Hills (Kahama Town Council), and Ubagwe Forest Reserve (Ushetu Council). The region is endowed with forest resources that support activities such as charcoal production, timber harvesting, beekeeping, and other forest-related enterprises, including game viewing and tourism.

ii. Beekeeping

The region has significant potential for beekeeping, largely due to its favorable environment and the presence of diverse plant species, which support the production of high-quality bee products. Beekeeping is carried out in natural forests (Ngitili), community forest reserves, Village forests, Council forests, and on agricultural farms. The main bee products are honey and beeswax. The region has 200 beekeeping groups with a total of 50,351 beehives, including 3,444 modern hives and 46,907 traditional hives. These hives have the capacity to produce 215,180 kilograms of honey annually, averaging 4.3 kilograms per hive.

2.1.8 Mining Sector

Shinyanga Region plays a key role in the country's mineral production and contributes significantly to the regional economy. The sector has attracted both local and foreign investors, particularly in gold and diamond mining. Minerals found in the region include gold, diamonds, lime, and construction minerals. Pink Diamond Limited, a large-scale diamond mining company, operates in the Mwadui area of Kishapu District, while the medium-scale diamond mining company, El-Hillal Minerals Limited, operates in Buganika, also in Kishapu District. In gold mining, large-scale operations are carried out by companies such as Twiga Minerals Corporation Ltd, a joint venture between the Government of the United Republic of Tanzania and Barrick Mining Corporation, in Bulyanhulu, Msalala District Council.

Medium-scale gold mining companies in the region include ZEM-Development Company Ltd in Shinyanga District Council and CANUCK Co. Ltd in Msalala District Council. In addition, a large number of youths are engaged in small-scale gold and diamond mining, estimated at around 35,000 individuals scattered across all districts in Shinyanga Region. Wards with a high concentration of small-scale miners include Idahina, Kinamapula, and Ulowa in Ushetu DC; Zongomela, Kilago, Mwendakulima, Ngogwa, Kagongwa, and Isagehe in Kahama MC; Ntobo, Mega, Kakola, Chela, Segese, Lunguya, and Bulyanhulu in Msalala DC; Mwakitolyo, Mwenge,

Samuye, and Nyamalogo in Shinyanga DC; Songwa, Maganzo, Mondo, Kishapu, Idukilo, Mwadui Lohumbo, Ngofila, Kiloleli, Talaga, and Itilima in Kishapu DC; and Kolandoto in Shinyanga MC.

2.1.9 Industrial Sector

Shinyanga Region is abundantly endowed with a wide range of raw materials suitable for industrial development, including livestock products (meat, hides and skins), agricultural produce (cotton, chickpeas, soybeans, maize, paddy, and sunflower seeds), and mineral resources such as gold, diamonds and limestone. The region offers significant investment opportunities in modern cotton ginneries, edible oil production, textile manufacturing, animal feed processing, mining and mineral processing, as well as leather and leather products industries. During the period under review 2025 the Region had a total of 1,457 industries including 40 large industries, medium industries 192 and 1,225 small industries. Nonetheless, the region has a strong potential for value addition and Investors are encouraged to establish industries and factories that focus on adding value to the abundant raw materials available within the region.

2.1.0 Social Service

2.1.10. Education Sector:

2.1.10. 1 Classrooms and Enrolment

Pre- Primary schools:

Shinyanga region has 711 Pre-primary classrooms of which 633 are in Government Primary Schools while 78 are in Private Primary Schools. The region in 2025 had a target to enrol 74,938 Pre-primary pupils out of which 37,490 were girls and 37,448 were boys. Up to 31st March, 2025 a total of 62,573 pupils were enrolled, girls 31,510 and boys were 31,063 which was 84 percent of the target. There has been significant increase of number of schools and pupil enrolment compared with year 2021. For stance in year 2021 the number of schools was 555 with a total of 46,580 pupils enrolled. Shinyanga DC is leading in terms of schools and pupil's enrolment where by 16,342 pupils were enrolled, girls 8,157 and boys 8,185.

2.1.10. 2 Primary Education:

Shinyanga region has a total of 711 primary schools out of which 633 are owned by the public and 78 schools are owned by the private sector. The region has a shortage of 103 primary schools (public and private) in order to meet school requirement. Nonetheless the public school had a shortage of 5,974 classrooms, 16,246 toilets, 9,381 teachers house and 49,309 desks. The region had long term plan to involve public and private Institutions to build new schools, sensitize the community to collaborate with Local Government Authorities to build new schools through provision of labour and funds. Kahama MC is leading in terms of pupils' enrolment where by 17,073 pupils were enrolled, girls 8,695 and boys 8,378.

Table No.2.7: Number of Schools by Ownership

Council	Primary Schools			Deficit
	Public	Private	Total	
Shinyanga MC	53	21	74	13
Shinyanga DC	139	3	142	8
Kahama MC	89	39	128	9
Kishapu DC	129	3	132	38
Msalala DC	104	9	113	14
Ushetu DC	119	3	122	21
Total	633	78	711	103

Source: Regional Commissioners Office 2025

Table No. 2.8: Infrastructure in Government Primary Schools

Council	Type of Infrastructure											
	Classrooms			Teachers Houses			Toilets			Desks		
	Req	Ava	short	Req	Ava	short	Req	Ava	short	Req	Ava	short
Kahama MC	2,069	986	1,083	2,069	110	1959	4,204	1,173	3,031	2,8062	1,9474	8,588
Kishapu DC	1,950	879	1,071	1,431	315	1116	3,820	1,305	2,515	2,8793	1,9142	9,651
Msalala DC	1,818	931	887	1,818	242	1576	5,158	1,406	3,752	2,6731	1,8019	8,712
Shinyanga MC	1,012	570	442	1,027	82	945	2,065	666	1,399	1,5512	1,2052	3,460
Shinyanga DC	2,293	1,041	1,251	2,293	403	1890	4,581	1,516	3,065	3,3998	2,4050	9,948
Ushetu DC	2,117	877	1,240	2,117	222	1895	4,011	1,527	2,484	2,9446	2,0496	8,950
MKOA	11,259	5,281	5,974	10,755	1,374	9,381	23,839	7,593	16,246	16,2542	11,3233	49,309

Source: Regional Commissioners Office 2025

Pupil's enrolment in Primary School

The region had a target to enrol 69,792 primary pupils in the year 2025 out of which 35,151 were girls and 34,641 were boys. Up to 31st March, 2025 a total of 77,347 pupils were enrolled, girls 39,183 and boys were 38,164 which was 111 percent of the target.

Teachers

The required number of teachers are 10,755, available are 6,044 teachers, this led to a deficit of 4,711 teachers. For year 2025, the Government has posted 156 Primary school to work in Shinyanga Region

Pupil's pass rate

In the year 2021 average pass-rate was 79 percent; in the year 2025 was 78.02 percent resulting to 0.1 percent decrease in pass-rate. Several measures are being undertaken to rectify the situation and these include:

- a) To introduce and supervise Regional and District Mock Examinations for Standard Four Standard Seven, Form Two, Form Four and Form Six.

- b) To provide seminar and refresher course to teachers and Head of Schools on new methods of teaching as well as new curriculum
- c) To coordinate Administration of Pre-Primary, Primary, Secondary, Adult, Non formal Education and Vocational Training;
- d) To co-ordinate implementation of education and vocational training qualities and standard;
- e) To oversee provision of conducive schools learning and teaching environment, Guide availability of conducive learning environment for students with special needs and to Supervise delivery of Adult and Non-Formal Education in the Region

Table no: 2.9: Examination Pass-rate in Government Primary Schools:

S/N	Year	Percentage
1	2021	79
2	2022	73
3	2023	70
4	2024	78
5	2025	75

Source: Regional Commissioners Office 2025

2.1.10. 3 Ordinary Level Secondary Education:

Form one students Enrolment:

The region had a target to enrol 34,782 students in the year 2025 out of which 20,193 were girls and 14,589 were boys. Up to 31st March, 2025 a total of 32,537 Students were enrolled, girls 18,854 and boys were 13,683 which was 94 percent of the target.

Number of Secondary Schools

Up-to 31st March, 2025 the region had a total of 208 Ordinary Level Secondary Schools, out of which 176 schools are owned by the Government and 32 are of private sectors. As compared to the number of schools in the year 2021 this has been a considerable achievement of 46 new secondary schools since by then there were only 162 Secondary Schools in the Region.

Number of Students in Secondary Education

The Schools have the capacity of enrolling all primary school pupils qualified to continue with Secondary Education. Up to March, 2025, the schools have a total of 98,258 students of which 45,198 are boys and 53,060 are girls in Government schools, while in Private schools have total of 9,827 students of which 4323 are boys and 5,504 are girls.

Form four National Examination Results (CSEE) 2022-2024

2022			2023			2024		
sat	Passed	%	Sat	Passed	%	sat	Passed	%
13,476	11,852	87.9	14,020	12,545	89.5	14,241	11,748	82.5

Source: Regional Commissioners Office 2025

Form six National Examination Results (ACSEE)

From year 2021 up to year 2024 Form six students pass rate for National Examination was almost 100%, the following table shows results in summary: -

Form six National Examination Results (ACSEE) 2021-2024

2022			2023			2024		
sat	passed	%	sat	Passed	%	sat	passed	%
1138	1137	99.9	1321	1321	100	1316	1316	100

Source: Regional Commissioners Office 2025

The Region continues to implement Secondary Education Development programme through SEQUIP, TEA, GPE TSP and AEP-SEQUIP in order to rise up pass rate. Activities which are implemented includes:

- i. Construction of hostels, dormitories and laboratories.
- ii. Construction of more classrooms, toilets and teachers' houses.
- iii. Recruitment of new school teachers. For year 2025, the Government has posted 183 for secondary school teachers to work in Shinyanga Region
- iv. Construction of 17 New Secondary Schools (Technical secondary schools and Normal Secondary Schools)

Table .2.10: Examination Pass-rate in Government Secondary Schools:

S/N	Year	Percentage
1	2021	84
2	2022	85
3	2023	89
4	2024	94

Source: Regional Commissioners Office 2025

Secondary School Infrastructure

The region has a shortage of 17 Secondary schools (public and private schools), the public school had shortage of 103 classrooms, 121 libraries, 1333 toilets, 2654 teacher's houses, 23,338 set of chairs and table and 146 laboratories. In order to meet school requirement, the Region continue to involve public and private Institution to build new schools, sensitize the community to

collaborate with Local Government Authorities to build new schools through provision of labour and funds.

Table No. 2.11: Number of Secondary Schools

Council	Secondary Schools			Deficit
	Public	Private	Total	
Shinyanga MC	22	10	32	2
Shinyanga DC	38	2	40	3
Kahama MC	27	18	45	3
Kishapu DC	36	2	38	1
Msalala DC	26	0	26	5
Ushetu DC	27	0	27	3
Total	176	32	208	17

Source: Regional Commissioners Office 2025

Table No. 2.12: Infrastructure in Government Secondary Schools

Sn	Councils		Type of Infrastructure				
			Classrooms	Teachers' houses	Pit latrines	Tables	Chairs
1	Kahama MC	Requirement	356	654	778	26,455	26,455
		Available	419	58	413	22,489	22,489
		Shortage/extra	-63	596	365	3,966	3,966
2	Kishapu DC	Requirement	380	482	520	18,816	18,816
		Available	346	96	274	13,240	13,240
		Shortage/extra	-6	386	246	5,576	5,576
3	Msalala DC	Requirement	312	434	523	17,425	17,425
		Available	343	33	260	12,688	12,523
		Shortage/extra	-31	401	263	4,737	4,902
4	Shinyanga MC	Requirement	274	464	534	16,379	16,379
		Available	254	33	243	12,115	12,115
		Shortage/extra	20	431	291	4,264	4,264
5	Shinyanga DC	Requirement	362	580	494	18,048	18,048
		Available	313	101	389	14,108	14,409
		Shortage/extra	49	479	105	3,940	3,639
8	Ushetu DC	Requirement	275	430	230	14,887	14,887
		Available	360	69	167	14,032	14,032
		Shortage/extra	-85	361	63	855	855
Total		Requirement	1,959	3,044	3,079	112,010	112,010
		Available	2,035	357	1746	88,672	88,808
		Shortage/extra	-76	2,687	1,333	23,338	23,202
		%shortage/extra	-3.9	88.3	43.3	20.8	20.7

Source: Regional Commissioners Office 2025

2.1.10. 4 Advanced Level Secondary Education:

Shinyanga Region has currently a total of 18 Advanced Level Secondary schools out of which 12 are owned by the Government and the remaining 6 are owned by private Institutions. Efforts are being undertaken to ensure that each Local Government Authority has an Advanced level Secondary School in every Division 5 New Advanced secondary schools have been constructed (Shinyanga Girls in Shinyanga Mc, Puni and Kituli secondary schools in Shinyanga DC, Isaka Sec.in Msalala DC and Mveli Secondary school in Ushetu)

2.1.10.5 Adult Education and Non Formal Education

Shinyanga Region has currently a total of 6 Centres owned by the Government whereby Out of School youth study secondary Education in two years through Alternative Education Pass way Programme (those Centres are: Uhuru, Shinyanga Teachers College, Kishimba, Solwa, Gembe and Iselamagazi . Also there are Six Workshops, one constructed in each District Councils by Government through IPOSA Programme, in these workshops Youth and Out of School Students get technical knowledge such as welding, carpentry , electrical installation , plumbing in order to help them to start their projects. Workshop were constructed in Seeke, Primary School-Kahama Mc, Kanawa Primary School in Kishapu, Segese Primary School in Msalala Dc, Shingita Primary School in Shinyanga DC, Sabasabini Primary School in Ushetu and Model Centre constructed in Mwawaza Street in Shinyanga Mc.

2.1.10. 5 Vocational, Technical Institutes and Universities:

Shinyanga region has a total of 8 Institutes of which 2 are Community Development Colleges, 1 Teachers Collage, 1 Local Government College Hombolo College –Shinyanga Compus, 2 Technical Institutes and 2 Universities (Open University of Tanzania (OUT) and Moshi University Collage of Cooperative and Business Studies (MUCCOBS). These institutions are capable of offering services in training, research and consultancy to various clients.

The Vocational Education Training Authority (VETA) located in Shinyanga Municipality, VETA Kishapu, and Focal Development College namely; Buhangija FDC-Shinyanga Municipality and Mwanva FDC-Kahama Municipality provides various technical fields for both short and long courses. The courses provided include carpentry, welding, motor vehicle mechanics, gemstone cutting and polishing, electrical installation, computer, heavy plant operating and blasting and drilling. In 2020 a total of 1038 was enrolled compared to 13,148 students enrolled in the year 2025. The main target group of the courses provided by these Institute are youth in both rural and urban areas; thus, assist them improve their working skills and also provide themselves with opportunity for self-employment. Another VETA in Msalala DC is still under construction.

Table 2.13: Number of Technical Colleges and Higher Learning Institutions

Type of College	2025		
	Public	Private	Total
Universities	2	1	3
Focal Development Colleges (FDC)	2	5	7
Teachers' Colleges	1	0	1
VETA	2	0	2
Local Government College	1	0	1
Total	8	6	14

Source: Regional Commissioner's Office 2025

2.1.11 Health Sector

Shinyanga region through Health Management Team and Council Health Management Team continued to provide quality health, preventive service, curative, nutrition and social welfare services. This intends to ensure quality of health to all people with consideration of available guideline from ministry of Health, community development, gender, elderly and children laws and regulations.

2.1.11.1 Health Care Services

Shinyanga Region provides health care services through facilities owned by the Government and the private sector. As of 2024/2025, the Region has a total of 323 health care facilities, comprising 8 hospitals (including 1 Regional Referral Hospital), 38 health centres, and 277 dispensaries.

In addition, the Region operates four One Stop Centres (OSC) located at Shinyanga Regional Referral Hospital, Shinyanga District Council, Kishapu District Council, and Kahama Municipal Council. These centres provide integrated services to survivors of Gender-Based Violence (GBV) and Violence Against Children (VAC).

The Region also has several pharmacies, mainly located in urban areas, offering a wide range of essential and non-essential medicines. Health service delivery is further supported by health insurance schemes from both the Government (NHIF and iCHF) and the private sector

Table 2.14: Distribution of Health Facilities by Category of Facilities and by LGAs in Shinyanga Region 2021/2022- 2024/2025

LGA	Health Facility	2021/22	2022/2023	2023/2024	2024/2025
Kishapu DC	Hospital	2	2	2	2
	Health Centre	6	6	7	9
	Dispensary	47	53	53	60
Msalala DC	Hospital	0	0	1	1
	Health Centre	4	4	5	5
	Dispensary	36	36	38	42
Shinyanga DC	Hospital	1	1	1	1
	Health Centre	5	5	5	5
	Dispensary	38	38	41	43

LGA	Health Facility	2021/22	2022/2023	2023/2024	2024/2025
Ushetu DC	Hospital	1	1	1	1
	Health Centre	3	3	5	5
	Dispensary	26	38	38	40
Kahama TC	Hospital	1	1	2	2
	Health Centre	3	4	8	11
Shinyanga MC	Dispensary	34	34	42	48
	Hospital	2	2	2	2
TOTAL	Health Centre	2	2	2	3
	Dispensary	35	35	37	44
TOTAL	Hospital	7	7	8	8
	Health Centre	23	24	32	38
	Dispensary	216	234	249	277
	Grand Total	246	265	289	323

Source: HFRS, 2025

From 2021/22 to 2024/25, the total number of health facilities increased steadily from 246 to 323, mainly driven by the expansion of dispensaries and health centres. Dispensaries showed the highest growth, indicating improved access to primary healthcare services, especially in rural areas. Hospitals remained almost unchanged, suggesting limited expansion at referral level. LGAs such as Kahama TC, Kishapu DC, and Ushetu DC recorded notable increases, reflecting focused investments in lower-level health facilities to enhance service coverage.

The Region continues to experience shortages in health infrastructure, particularly health centres, dispensaries, and health workers' houses.

Table No. 2.15: Shortage of Infrastructure in Health Sector

Category	Health Centre	Dispensary	Hospital	Referral Hospital	Health Worker's House	Grand Total
Required	130	506	12	1	275	924
Available	38	277	8	1	216	540
Shortage	92	229	4	0	59	384
% Coverage	29%	55%	67%	100%	79%	58%

Source: Regional Commissioners Office 2025

The region has a total of 924 required health infrastructure, but only 540 are available, leaving a shortage of 384 units (58% coverage). The largest gaps are in Health Centers (29% coverage) and Dispensaries (55% coverage), while Hospitals and the Referral Hospital are mostly adequate. Priority should be given to expanding primary healthcare facilities to improve access to essential health services

Availability of medicines and medical supplies in the Region is influenced by councils' cost-sharing collections, disbursement of Health Sector Basket Funds from the central government, and the availability of commodities at the Medical Stores Department (MSD) and Prime Vendor.

Table 2.16: trend of availability of medicine and medical supplies at the region from 2021 - 2025

LGA	2021	2022	2023	2024	2025
Kishapu DC	38%	42%	71%	85%	84%
Msalala DC	41%	46%	75%	85%	84%
Shinyanga DC	40%	46%	77%	88%	85%
Ushetu DC	43%	54%	82%	88%	85%
Kahama MC	40%	52%	78%	87%	84%
Shinyanga MC	41%	51%	74%	89%	89%
Regional Total	40.6%	49%	76%	87%	86%

HMIS-2021-2025

2.1.11.2 Referral Services:

The Region has a total of 27 functional ambulances operating at regional and district hospitals and selected health centers. To further strengthen referral services the government Procured and installed adequate modern medical equipment, including diagnostic devices such as CT scan, ultrasound, and X-ray machine, the Government has approved the expansion of wards, mortuary, at the new Regional Referral Hospital and the training of seven specialist doctors of different cadres to strengthen treatment and surgeries of chronic illness. The new hospital is located at Mwawaza Area, Shinyanga Municipality.

2.1.11.3 HIV/AIDS Infection:

The HIV positivity rate among clients counselled and tested through HIV Testing Services (HTS) has shown a consistent decline over the past three years, decreasing from 6.4% in 2021 to 4.3% in 2023 and 1.14% in 2024. This improvement is attributed to strengthened HIV testing strategies and enhanced government interventions, including improved access to antiretroviral therapy (ART), which has contributed to increased viral load suppression among people living with HIV.

2.1.11.4 Care and Treatment Services:

Care and Treatment Clinic (CTC) services began in 2005 with only one facility at the Regional Referral Hospital. By the end of June 2025, 120 health facilities were providing CTC services across the Region.

On the other hand, recent HIV/AIDS interventions have faced challenges due to limited funding from donors. To address this, the region has adopted strategies to integrate HIV services with TB, malaria, and sexual/reproductive health programs, and to use digital health tools to track patients,

send reminders, and monitor treatment outcomes. Additionally, local leaders, peer educators, and civil society are being mobilized to reduce stigma and encourage HIV testing and treatment adherence, while media campaigns, school programs, and community dialogues are used to raise awareness and promote health-seeking behavior.

2.1.11.5: Nutrition Service

1.1.1.1 Severe Acute Malnutrition

Acute malnutrition and stunting remain a significant contributor to morbidity and mortality among children under five years of age. Shinyanga Municipal Council reports the highest rate of severe acute malnutrition at 2%, which is equal to the national average, while the remaining councils report rates of 1% or below. Key contributing factors include poor infant and young child feeding practices, inadequate breastfeeding, and inappropriate complementary feeding after six months of age.

The Region will continue to implement community nutrition education through Village Health and Nutrition Days (VHNDs), home visits by Community Health Workers (CHWs), mass media campaigns (radio and television), and supportive supervision of health facilities to ensure nutrition education is provided to all pregnant and lactating women.

Underweight (%)

The prevalence of underweight among children under five years decreased from 9.6% in 2022 to 6% in 2024. Shinyanga Municipal Council records the highest prevalence at 11.1%, slightly above the national target, while all other councils remain below the national target of 11%. Contributing factors include poor nutritional status of pregnant women and inadequate child feeding practices. Regional Health Management Teams (RHMTs) will strengthen nutrition education through CHWs, VHNDs, and Reproductive and Child Health (RCH) sessions.

2.1.12 Water and Sanitation:

2.1.12.1 Water Supply Services:

The National Water Policy, 2002, Version 2025, is objectively designed to develop a comprehensive framework of sustainable development and Management of the Nation's water resources, in which effective legal and institutional frameworks for its implementation will be put in place by:-

1. Addressing cross-sectoral interest in water, watershed Management and participatory integrated approaches in water resources planning, development and Management;
2. Lay a foundation for sustainable development and Management of water resources in the changing roles of the Government from service provider to that of coordination, policy and guidelines formulation, and regulation;

3. Ensure full cost recovery in urban areas with considerations for provision of water supply services to vulnerable groups through various instruments including lifeline tariff; and
4. Ensure full participation of beneficiaries in planning, construction, operation, maintenance, and Management of community based domestic water supply schemes in rural areas.

The urban area served with Urban Water Supply and Sewerage Authorities while the rural area is served with Rural Water Supply and Sanitation Agency (RUWASA) which was established by the Water Supply and Sanitation Act No. 5 of 2019, Part X section 42.

2.1.12.2 Urban Water Supply and Sewerage Authorities:

Shinyanga Region has five (5) Water Supply and Sewerage Authorities, residents in rural areas are served by the Rural Water Supply and Sanitation Agency (RUWASA), while urban residents are served by two (2) Water authorities operating within the Region, namely SHUWASA and KUWASA. In addition, the Region has one (1) authority, KASHWASA, which is responsible for managing the National Lake Victoria Water Supply Project. The water authorities under the supervision of RUWASA in Shinyanga Region comprise two (2) minor authorities: Maganzo (MAGAWASA) and Kishapu (KIWASA). The levels of water service coverage in these authorities are as follows: SHUWASA (80%), KUWASA (85%), MAGAWASA (56.12%), and KIWASA (31.7%).

Table 2.17: Number of Households with Reliable and Safe Sources of Water by LGAs in Shinyanga Region 2025- 2030

LGA	2020	2021	2022	2023	2024	2025
Kahama TC	60,870	64,550	65,775	82,352	83,192	84,033
Ushetu DC	130,870	133,870	141,156	153,411	154,976	156,542
Shinyanga MC	32,325	33,325	33,325	35,610	45,287	49,573
Msalala DC	120,350	125,379	128,349	143,203	165,748	169,131
Kishapu DC	139,225	139,225	139,244	158,800	167,508	177,032
Shinyanga DC	186,250	200,750	206,251	212,710	231,216	239,381
Total	669,890	697,099	714,100	750,512	847,927	875,692

Source; RUWASA 2025

2.1.12.3 Successes of Water Supply Services in Rural Areas:

The water supply coverage for each District is shown in Table 2.18.

Table No. 2.18: Water Supply Coverage in Rural Areas

LGA	Total No. Wp's	No. Funct Wp's	No. Fnr Wp's	No. Not-Funct Wp's	No. Abandoned Wp's	Actual Popn Served	Coverage %
Shinyanga MC	507	407	4	98	0	66,671	61.30%
Kahama MC	472	373	28	71	0	82,386	73.00%
Kishapu DC	872	777	3	92	0	198,072	56.00%
Msalala DC	1,506	1,407	2	97	0	196,771	62.10%
Shinyanga DC	1,877	1,433	14	430	0	313,369	68.80%
Ushetu DC	1,077	881	1	195	0	199,539	58.00%
Jumla	6311	5278	24	912	0	1,056,808	61.37%

Source; RUWASA-2025

2.1.12.4 Environmental Sanitation:

Council have been promoting environmental sanitation and personal hygiene to the community. Sanitation clubs have been established at schools, demonstration toilets have been constructed at schools and at public gathering points such as open markets. The aim of this is to promote better sanitation practices and emphasize on personal hygiene in order to reduce or eliminate water-related diseases.

2.2 Stakeholders Analysis:

Like other organisation, it is important for RS to carry out a review on the past and current situation in which, the region is operating. The RS as a government organ has identified several stakeholders and were considered. The stakeholders identified are people, groups and institutions which are likely to be affected by proposed interventions of the plan and budget and their outcomes.

2.2.1 Names of Key Stakeholders of the RS:

The following are key stakeholders of the Regional Secretariat:-

1. Regional Secretariat Staff.
2. Local Government Authorities.
3. Local Communities.
4. President's Office – Regional Administration and Local Government.
5. Central and Sector Ministries.
6. Government Agencies and Public Organisations.
7. Development Partners (Foreign Governments International Organisations).
8. Political Parties.
9. Private Sector and Business Communities.
10. Civil Society Organisations (NGOs, CBOs, FBOs).
11. Religious Organisations.

12. Mass Media.
13. Co-operative Unions.
14. Academicians and Researchers.
15. Trade Unions.

The named stakeholders play a pivotal role in the sustainability of the RS's mission for years to come and we believe RS will do the following: -

- Continue to communicate with them and ensure their involvement in various undertakings towards better implementation of the Strategic Plan.
- Make the stakeholders feel as part of the process of achieving the RS mission.

The following matrix is a Summary of Stakeholders and Expectations.

Table. 2.19; Summary of Stakeholders Expectations and related Impacts

Name of Stakeholders	Stakeholders Expectations / Interests	Impact (if expectation not met)	Priority H – High M – Medium L - Low
Politicians	Provide government policies, laws and regulations.	Poor coordination with government organs and departments.	H
	Involve in impementation of development activities	Lack of transparent, trust and limited cooperation and participation	H
Central and Sector Ministers and Government Agencies	Provide policy, circulars, guidelines advices and Mnisterial and National reports	Uncoordinated governments implementation reports snd development initiatives and poor quality sercvices delivered to cummmunities.	H
	Monitor and supervise project and programme activities	Poor implementation of projects and programmes	H
Regional Secretariat employees and other public servants	Capacity building and facilitate enabling working environment	Poor working skills, working environment, working tools and equipments.	H
	Motivate staff and recognise	Low working morale	H
	Provide regulations, standing orders and instructions.	Lack of guidance and directives	H
Local Government Authorities	Maintaine peace and order	Poor/abcense of good governance Public unrest	H
	Interprete and disseminate National policies, guidelines, regulations and laws	Lack of national policies, guideliniles, rgulations, laws	H
	Provide technical advice and capacity building	Absence of correct and reliable advices.	H
	Co-ordination and link the Central and Sector Ministries and LGAs on technical and professional ethics.	Lack of information, feedback and professional advice.	H

Name of Stakeholders	Stakeholders Expectations / Interests	Impact (if expectation not met)	Priority H – High M – Medium L - Low
Development Partners	Provide reliable Social Economic informations and data	Lack of correct information and data	H
	Facilitate enabling working environment, investment opportunities	Uncondusive working and investment environment	H
	Involve and recognise them in development activities	Lack of mutual, transparency cooperation and accountability	H
Civil Societies Organisations (NGOs, CBOs and FBOs)	Provide government policies, guidelines and informations	Poor coordination, lack of governace and guidance and informations	H
	Recommend for their registration	Poor registration	M
	Involve in development activities, projects, programmes, their management and coordination	Lack of transparency cooperation, accountability, management and coordination	H
	Facilitate enabling working environment	Unconductive working environment	M
Private Sector and Business Communities	Supply services, goods and contracts	Uncondusive business environment and support and lack of transparency	H
Mass Media	Provide information for public consumption.	Lack of information, governance and transparency	H
Co-operative Unions	Registrater co-operative unions	Poor impelementation of cooperative policy, laws and regulations. Uncoordinated unions	H
Academicians and Researchers	Recognise and permit to conduct research and field work.	Unco-ordinated_reseach works	M
	Provide and facilitate data and information collection	Lack of transparency, cooperation with researchers and undermine involvement of researchers in development activities.	M
General Public and Community	Provision of humanitarian assistance to communities affected during disasters and outbreaks.	Timely provision of assistance in rescue and humanitarian aid.	H
	Provide information and resolve complaints and conflicts	Lack of governance, transparency and absence of public security and thier properties	H
	Provide social and economic services and involve in implementation of development activites	Complains and poor implementation of development activies	H

2.2.2 Analysis of RS Strengths, Weaknesses, Opportunities and Challenges (SWOC):

The SWOC stands **S** for Strengths, **W** for Weaknesses, **O** for Opportunities and **C** for Challenges. The SWOC analysis is a planning tool used to understand the strengths, weaknesses, opportunities and threats involved in a project or in a government organ or office. This tool has been used in specifying the objective of the Regional Secretariat and analysing current situation towards achieving its objectives and targets set in its plan and budget for shorter and longer periods. The analysis was done at two levels – the Internal and External Environmental Scan. The Internal scan is the environment in which the RS has a reasonable degree of influence to achieve its Mission while External scan the RS has no reasonable or insignificant degree of influence.

Based on the SWOC analysis, we managed to identify internal and external factors that are supportive or unfavourable to achieving that objective as follows.

Strengths and Weaknesses:

Strengths and weaknesses are associated with the internal environment that is present situation inside Regional Secretariat which include operations performance and quality of services provided, infrastructure and governance. The following is a list of strengths and weaknesses identified and are the main areas to be used for improvement in the medium term plan and budget up to the year 2026.

Strengths:

Strengths are those features of the business which allow the management to operate more effectively. They are internal, favourable and positive factors, tangible and intangible within an organisation. The following are identified strengths and are considered as resources and capabilities in relation to Regional Secretariat to further improve its mandatory functions.

1. Good governance framework.
2. Availability of staff training and development plans.
3. Good relationship between various stakeholders.
4. Efficient co-ordination within the Regional Secretariat and with Local Government Authorities and Development partners.
5. Skilled, experienced and trainable manpower.
6. Availability of working facilities, tools and ICT network.
7. Good infrastructure network especially roads network and communication.

Weaknesses:

These are internal negative factors that may place the organisation at a competitive disadvantage and therefore unfavourable. The following areas of weaknesses were identified and have been considered for improvement in the next financial year.

1. Inadequate qualified manpower in health.
2. Lack of medical equipments and specialised services at the Regional Hospital
3. Shortage of office accommodation.
4. Inadequate transport facilities.

Opportunities and Challenges:

Opportunities and threats relate to external environment – the situation outside the Regional Secretariat. Shinyanga Region starting from financial year 2025/26 has considered and identified a number of opportunities and challenges as follows;

Opportunities:

These are external factors which the Regional Secretariat will use to its advantage during implementation of the MTEF budget to the financial year 2025/26.

1. Peaceful environment in the region.
2. Presence of long experienced of smallholder cotton, rice, sorghum, bullrush farming.
3. Experienced smallholder livestock keeping practices.
4. Skilled, semi skilled labour force.
5. Availability of agricultural and livestock products for agro-processing industries and livestock products factories.
6. Abundant natural resources like mineral resources, forests.
7. Adequate and reliable water supply for industrial development and other large scale investments.
8. Reliable electric supply for various investment undertakings.
9. Reliable and efficient transport network and communication.
10. Access to modern information and technology.
11. Improved revenue collection system.
12. Existence of Tanzania Investment Centre services.
13. Existence of Financial Institutions (Banks, SACCOS).
14. Active Business Councils at Regional and District levels.

Challenges

Challenges or threats are characteristics which can adversely affect an organisation and potential sources of failure of not attaining its objectives. These may be external or internal factors. The main challenges identified and which faces and which the plan ultimately address, are stated below as:-

1. High HIV prevalence of 5.9 per cent compared to 5.1 percent of the National HIV prevalence as indicated in the Third Tanzania HIV and Malaria Indicator Survey.

2. Limited financial resource as compared to actual requirements to finance development projects.
3. Non performing agricultural and livestock infrastrutures.
4. Staff shortage.
5. Managing energy demand, climate change impacts and Environmental management and conservation.

These challenges do not stand in isolation, various economic and social policies and need to demonstrate how they contribute to a sustainable environment whilst environmental policies mus support sustainable economic growth and social wellbeing in the Region. The following matrix is a summary of Stakeholders Expectations.

Table No 2.20 Summary of Stakeholders Expectations and related Impacts

KEY ISSUE	STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGE
Human Resources	<p>1. Skilled, committed and motivated staff</p> <p>2. Teamwork spirit</p>	<p>1. Shortage of qualified staff in health and education sectors</p> <p>2. Lack of Training Program</p> <p>3. Few multi-skilled staff</p>	<p>1. Availability of qualified staff in some cadres</p> <p>2. The on-going Public Service Reforms</p> <p>3. Availability of Development Partners who provides skilled personnel</p> <p>4. Availability of private practitioners in different fields</p> <p>5. Availability of loans from financial Institutions</p>	<p>1. Shortage of professionals in the areas of Health, Agriculture and Education in the market</p> <p>2. Prevalence of HIV/AIDS</p> <p>3. High employees' turnover</p> <p>4. Maintaining gender balance</p>
Leadership	<p>1. Presence of competent, committed and experienced leadership</p> <p>2. Regular Management and Regional meeting</p>	<p>Uncommitted leaders in some districts.</p> <p>Poor relationship in some District and Council Leaders</p> <p>Inadequacy in managerial and leadership skills to some members of management team</p>	<p>1. Committed national leaders</p> <p>2. Participatory Leadership</p> <p>3. Availability of Training Institutes (local and International)</p> <p>4. The on-going Public Service Reforms</p>	<p>Unethical practices and conduct</p>

KEY ISSUE	STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGE
Processes	Presence of RCC, DCC, judicial boards, workers council, road board, tender boards, management meetings, Regional Health Management Team (RHMT), Regional Water and Sanitation Team (RWST)	1. Inadequate allocation of funds 2. In adequate Regional data base management system for easy retrieval of information	1. Existence of Public Procurement Act 2004 and Public Finance Act 2001 2. The On-going Public Service Reforms	1. Unethical practices and conduct 2. Late release and allocation of funds 3. Maintaining good governance
Policy	Presence of various national policies e.g D by D, Water policy. Health policy Rural Development Policy etc.	Lack of awareness on various policies among staff;	Availability of good policies and Guidelines	1. Some policies are difficulty to implement 2. The ongoing reforms might not match with existing market in some areas
Systems	1. Availability of manual database management systems 2. Existence of Monitoring and Evaluation system 3. Open Performance and Appraisal System installed 4. Presence of complaints handling desk 5. Availability of opinion box	1. Some of records are not computerised and are inaccurate 2. Lack of Client Service Charter 3. Unavailability of computerised database management system 4. Inadequate Monitoring and Evaluation system 5. Lack of HR management system No self-assessment nor service delivery survey done	1. Existence of Monitoring and Evaluation Training Institutions 2. Existence of MIS software which can be adopted/ customised	Change of mindset towards PEPMIS
Political environment	1. Existence of ruling party manifesto.	Inadequate funds allocation for thorough follow up of	Political will	1. Distortion of information

KEY ISSUE	STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGE
		implementation of ruling party manifesto		
Economic Status	Existence of workers SACCOS (Kurugenzi SACCOS) which provide small loans to employees with minimal conditions.		1. Presence of fertile land 2. Donor supports 3. Presence of minerals and livestock	1. Withdrawal of donor supports 2. Insufficient funds 3. Low income per capita
Social	1. Existence of good working relationship among workers 2. Inexistence of discrimination of any type		1. Presence of mass media 2. Availability of faith-based organizations	1. HIV/AIDS pandemic 2. Cultural barriers 3. Killing of people with albinism and elderly women
Technological Aspects	1. Existence of working tools and equipment 2. Internal communication system available 3. Internet service available and in use	1. Most staff have no knowledge and skills of using modern tools and equipment 2. Lack of centralized data server.	Improved communication networks	1. Poorly accessible in rural areas 2. Expensive, unreliable power 3. Poverty among the society
Legal Aspects	Existence of Legal Officers	1. Some of the legal documents are not available 2. Access to legal documents is difficult to most employees 3. Legal documents are contradictory in their interpretation.	1. Presence of local courts. 2. Existence of various Laws and Regulations, Standing Orders and circulars documents in place	1. Inadequate Magistrates and Lawyers 2. Unethical practices 3. Outdated laws

KEY ISSUE	STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGE
Education	<ol style="list-style-type: none"> 1. Presence of Qualified teachers 2. Availability of classrooms 3. Presence of teachers houses 4. Availability of teaching materials 5. Readiness of community to contribute for community development 	<ol style="list-style-type: none"> 1. Shortage of qualified staff in education sectors 2. Lack of refresher training Programs 3. Inadequate financing 4. Low management capacity of school committees 5. Inadequate supply of Teaching and learning materials 	<ol style="list-style-type: none"> 1. Support from Development Partners 2. Central Government Grants 3. Availability of private practitioners in different fields 4. Availability of education training institutions 	<ol style="list-style-type: none"> 1. Shortage of professionals in the areas Education in the market 2. Low community participation 3. Poor working environment
Water	<ol style="list-style-type: none"> 1. Presence of various national policies e.g. Water, Health, Rural Dev't Policies etc. 2. Presence of qualified staffs 3. Team work and spirit currently enjoyed by the Council. 	<ol style="list-style-type: none"> 1. Lack of awareness on various policies among staff and community 2. Inadequate financial resources 3. Inadequate infrastructure in water sector. 	<ol style="list-style-type: none"> 1. Availability of good policies and guidelines 2. Support from Development partners 3. Central government grants 4. Existence of By-laws, policy guidelines and circulars. 	<ol style="list-style-type: none"> 1. Some policies are difficult to implement 2. Few numbers of water sources

KEY ISSUE	STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGE
Agriculture and Livestock	<ol style="list-style-type: none"> 1. Presence of trained agricultural extension officer 2. Availability of land for agriculture 3. Presence of veterinary officers 4. Availability of fertile and virgin land. 5. Inadequate Agriculture facilities. 	<ol style="list-style-type: none"> 1. Low community adaptability to new agricultural packages. 2. Inadequate financing 3. Inadequate Agriculture and livestock facilities 	<ol style="list-style-type: none"> 1. Support from development partners 2. Central government grants 3. Presence of Agricultural and marketing co-operative societies (AMCO's) 	<ol style="list-style-type: none"> 1. Unreliable market to some of the agricultural/livestock products. 2. Endemic and epidemic livestock disease. 3. Natural calamities (for instance floods or drought) 4. Unreliable rains
Trade and Industry	Existence of workers SACCOS (Kurugenzi SACCOS) which provide small loans to employees with minimal conditions	Inactive Regional and District Business Councils	<ol style="list-style-type: none"> 1. Presence of active Regional Chamber of Commerce 2. Donor supports 3. Presence of minerals and livestock 	<ol style="list-style-type: none"> 1. Withdrawal of donor supports 2. Insufficient funds 3. Low income per capita

2.3 Recent Initiatives:

The following are major initiatives undertaken in past few years to-date.

- 1) Preparation of Training Program for the period of three years.
- 2) PEPMIS training was conducted to all RS staff.
- 3) Annual Recurrent and Development Budgets are in place and use.
- 4) Records Management Training conducted for all RMA's at RS.
- 5) Regional HIV/AIDS Strategic Intervention Plan in place.
- 6) Customer Complaints Handling Desk was being established;
- 7) Preparation and Distribution of Agricultural Officers' basic working tools.
- 8) Monitoring and supervision of Primary and Secondary schools' infrastructures.
- 9) More Development Partners are providing services in the Region in various sectors (in particular – Health, Education).
- 10) Investment Forum successfully undertaken (Lake Zone Investment Forum).
- 11) More investors have successfully managed invest in agriculture, livestock, housing and office accommodation, hotels and catering services, financial and banking services.
- 12) Construction of new District Office for Kahama District Commissioner's Office.

2.4 Critical Issues:

- 1) Improving Human Resources Management through succession plan
- 2) Eradication of culture that hinders development.
- 3) Improving supervision, monitoring and evaluation system.
- 4) Mobilisation of resources to implement various development plans.
- 5) Addressing cross-cutting issues (Gender, HIV/AIDS, Good governance and Environmental Management).
- 6) Improving social and physical infrastructure (education, water, roads, buildings, agriculture, health and livestock).
- 7) Strengthening Emergence Preparedness and Disaster Management.
- 8) Increasing public awareness on development projects.
- 9) Strengthening Management of Natural Resource and Environment.
- 10) Strengthening management of land use.
- 11) Empowering community economically.

CHAPTER THREE:

3.0 PERFORMANCE REVIEW MEDIUM TERM STRATEGIC PLAN 2021/22-2025/26

For the past five years Shinyanga Region had been implementing its five year strategic plan. The performance review involved a critical assessment of the implementation of the previous strategic plan to measure outcome or impacts and longer-term consequences of the interventions. For the period 2021/22 to 2025/26 Shinyanga Region committed its financial, human and material resources in implementing its five-year medium-term strategic plan; the effect or the change resulting from the interventions from the previous strategic plan was assessed in 8 Sections and 8 Units. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints. The summary of achievements and constraints is presented below.

3.1 Achievements attained during implementation of the previous strategic plan

3.1.1 Achievements attained in Human Resource and Administration Section

- 1) Recruitment of 37 employees out of 120 targeted so as to improve service delivery.
- 2) Conducting 150 management meetings.
- 3) Participating into 8 National Festivals yearly.
- 4) Conducting PEPMIS training to 152 staff and to ensure timely completion.
- 5) Promote 471 staff to different level.
- 6) Induction course conducted to new employees.
- 7) Maintenance of law and order in the region.
- 8) Procurement of 8 cars for 1 for RC, 1 for RAS 3 for DAS and 4 for HOD

3.1.2 Achievements attained in District Administrative Secretaries Offices (DAS)

- 1) Participating into National festivals.
- 2) Conducting 200 marriages and registration of 1000 births and 50 deaths.
- 3) Conducting the implementation of 50 Employees PEPMIS.
- 4) Attending 200 people's complaints and grievances in the District.
- 5) Conducting 9 DCC meetings and 9 Judicial Boards.
- 6) Completion on construction of new District Office for Kishapu District Commissioner's Office.
- 7) Completion on construction of residence house for Kishapu District Commissioner's (DC), Kahama District Administrative Secretary (DAS) and Mondo Division Officer
- 8) Construction of new District Office for Kahama District Commissioner's Office.

3.1.3 Achievements attained in Planning and Coordination Section

- 1) Six LGAs plans and budgets have been scrutinized consolidated and their preparation coordinated for regional plans and budget for RAS

- 2) Monitoring, supervision and inspection of development projects conducted.
- 3) Regional Development report were prepared and submitted on time.
- 4) Conducive working environment improved.
- 5) Community projects were initiated and implemented.
- 6) Two Regional consultative meetings have been coordinated in each financial year
- 7) Election manifesto were implemented and coordinated
- 8) Public and private sector institutions in the Region are well coordinated.
- 9) Regional disaster are well managed at Shinyanga DC a Landslide at small gold mine in Nyandolwa hamlet, A disaster caused by heavy rain accompanied by strong winds in Msalala DC, Ushetu DC, Shinyanga DC, Shinyanga MC and Kishapu DC.
- 10) Population and other census exercises have been conducted.

3.1.4 Achievements in Economic and Productive Section

- 1) On average, 405,000 farmers were reached by agricultural extension services across all districts
- 2) Crop production increased by 160,211 ha from 449,661 ha in 2021 to 609,872 ha in 2025, with total harvests rising from 805,415 tonnes in 2021 to 1,052,352 tonnes in 2025, leading to improved individual economic growth, food security, safety, and nutrition
- 3) The production trend of tobacco increased from 5,888 ha and 8,171 tonnes in 2021 to 13,827 ha and 19,358 tonnes in 2025
- 4) The productivity of cotton production was increased from 0.2 tons/ha in 2021 to 0.6 tons/ha in 2025
- 5) Procurement of 292 motorcycles of which 224 for Agricultural Extension Officers and 68 for Livestock Extension Officers resulting to an average of 605,000 farmers reached with extension services.
- 6) Procurement of 435 tablets of which 262 for Agricultural Extension Officers, and 173 for Livestock and Fisheries Extension Officers which facilitated the timely data collection.
- 7) Soil measurement equipment, including six tablets, six computer laminators, six soil scanners, and a permanent scanner license, was procured and distributed to Local Government Authorities, enabling soil analysis for a total of 4,070 farmers.
- 8) Provision of subsidized fertilizer to 39,732 farmers, which resulted in an increase in production from 805,415 tons in 2021 to 1,052,352 tons in 2025.
- 9) Provision of 110.7 tons of subsidized maize seeds to 686 farmers, which contributed to reducing the cost of production.
- 10) Sensitization of 22,101 farmers who joined Cooperatives (AMCOS and SACCOS)

- 11) A total of 300 cooperatives (SACCOS and AMCOS) were established, enabling 124,791 farmers to benefit from the services provided by these cooperatives
- 12) The construction of the one modern abattoir (Ndembezi abattoir), and 28 slaughter slabs, which enable the slaughter of 500 cattle, 1,000 goats, and sheep per day.
- 13) Provision of 1,654 litres of subsidized acaricides, which were supplied to six LGAs for the control of tick-borne diseases, and 243,407 cattle, 89,616 goats, and 60,388 sheep were dipped.
- 14) Provision of subsidized vaccination; 1,299,000 doses for cattle vaccination against CBPP, 823,000 doses for the vaccination of goats and sheep against lump skin diseases, and 1,430,000 doses for chicken vaccination against Newcastle disease. A total of 456,008 cattle, 85,125 goats and sheep, and 1,542,971 chickens were vaccinated in six councils
- 15) Fish ponds increased from 115 in 2020 to 145 in 2025 across six councils, allowing for greater fish production.
- 16) A total of 24,251,679 trees were planted across all district councils, supporting environmental conservation.
- 17) The number of beekeeping groups increased from 51 in 2020 to 200 in 2025, facilitating easier monitoring.
- 18) The number of modern beehives rose from 41 in 2020 to 3,444 in 2025, boosting honey production from 152.7 tons in 2020 to 215.18 tons per year.
- 19) Six agro-mechanization centers were established in Shinyanga Region: one in Shinyanga Municipal, three in Shinyanga District Council, one in Kahama Municipal, and one in Kishapu District Council.
- 20) Two mineral markets were established, one in the Shinyanga Municipal Council and one in the Kahama Municipal Council, along with eight mineral buying centers in all Councils in the Region.

3.1.5 Achievements attained in Infrastructure Section

- 1) 57 kms of new tarmac roads were constructed to all 6 LGAs in the region
- 2) 454.39 kms of new gravel roads were constructed to all 6 LGAs in the region.
- 3) 12 bridges were constructed to all 6 LGAs in the region
- 4) 2,113 new culverts were constructed to all 6 LGAs in the region
- 5) Continue with the construction of the Kahama- Bulyanhulu JCT- Kakola asphalt road 73 km and the construction of the Nzega- Itobo-Kagongwa road (66 km) Kagongwa-Thermal Insulation Coating Plant (TIS) km 18.
- 6) Continue with the extension of 2.2 km long Ibadakuli – Shinyanga airport;

- 7) 611 street lights with the total cost of Tshs. 1,219,236,800.00 were installed at Tinde, Isaka, Kagongwa, Kahama, Segese and Bulige centers.
- 8) Continue with the implementation of the TACTIC project including the construction of city centre roads (CBD) (12.03 km), Construction of the Zongomela industrial area road (3.06 km), Construction of storm water drains (4.9 km) and Improvement of road infrastructure in the Zongomela industrial area for Kahama Municipality.
- 9) Commencement of TACTIC project including construction of Kizumbi Bus Terminal, construction of Nguzo nane - Mwawaza (4.68km) and Swernatone - Ndala (1.67km) tarmac roads, and also the construction of the Kambarage Fruit Market for Shinyanga Municipality.
- 10) 10,658 plots have been surveyed, equivalent to 157 percent of the target of surveying 6,776 plots
- 11) 9,500 land title deed issued by all 6 LGAs in the region.
- 12) 4,114 customary title deeds issued by all 6 LGAs in the region
- 13) Increased number of villages with land use plans from 18 to 116 villages
- 14) 150 land disputes resolved by all 6 LGAs in the region.
- 15) Housing improved by construction of houses through Watumishi Housing, NHC, TBA.
- 16) Supervise construction of Kishapu and Kahama District Commissioner Offices, Shinyanga and Kishapu District Commissioner Houses, Regional Assistant Administrative Secretary Houses and Mondo, Old-Shinyanga, Ibadakuli and Shinyanga Mjini Division Officers Houses
- 17) Providing all necessary cooperation in construction of SGR project (Mwanza – Isaka, Tabora Isaka Lots)

3.1.6 Achievements attained in Education Section

Pre Primary Education Primary Education

- 1) Increase 156 Pre-primary school, from 555 in 2021 to 711 in 2025.
- 2) Increase number in enrolment from 15,993 in 2021 to 46,580 2025

Primary Education

- 3) Increase 47 Primary school constructed, from 586 in 2021 to 633 in 2025.
- 4) An increased number of 19,799 standards one pupil's enrolment from 57,548 in 2021 to 77,347 in 2025
- 5) Increase for 3,883 pit latrines in government primary schools from 3,710 in 2021 to 7,593 in 2025.
- 6) Increased for 78,358 desks in government primary schools from 34,875 in 2021 to 113,233 in 2025.

- 7) Increase for 971 classrooms in government primary schools from 5079 in 2021 to 6050 in 2025.
- 8) Increase for 5 Dormitory in government primary schools from 4 in 2021 to 9 in 2025
- 9) Increase for 58 Teachers House in government primary schools from 1316 in 2021 to 1374 in 2025.

Secondary Education

- 10) Increase 17 Secondary school constructed, from 159 in 2021 to 176 in 2025 namely Puni, Mwambasha, Mwasingu and Mawemilu in Shinyanga DC, Shigwandama and Shinyanga Girls in Shinyanga MC, Bupigi, and Shigihilu -Kishapu DC, Kagongwa, Amali Lowa and Wendele in Kahama MC, Ikinda, Bumva, Kakola Kati in Msalala DC, Elias Kwandikwa, Amali Nyamilangano and Amali Makongolo in Ushetu DC.
- 11) An increased number of 14% form one enrolment from 80% in 2021 to 94% in 2025.
- 12) Increase for 328 pit latrines in government schools from 1418 in 2021 to 1746 in 2025.
- 13) Increased for 14143 table and chairs in government secondary schools from 74665 in 2021 to 88808 in 2025.
- 14) Increase for 102 classrooms in government secondary schools from 1933 in 2021 to 2035 in 2025.
- 15) Increase for 33 Dormitory in government secondary schools from 40 in 2021 to 73 in 2025.
- 16) Increase for 975 Teachers House in government secondary schools from 399 in 2021 to 1374 in 2025
- 17) Reduced Dropout rate from 15% to 4% due to free education system.
- 18) Pass rate increased for form two examinations from 86% to 96% and form four examinations from 68% to 88% while form six examinations increased from 80% to 99% in the year 2021 to 2025 respectively.
- 19) Provision of free Education from Pre Primary School Level up to Secondary School level. Tshs 9,576,025,129 in the year 2020 up to Tshs 11,585,525,894 in the year 2025 sent to Primary School and Secondary School as Capitation Grants.

Vocational Training and Colleges

- 21 Total Shs. 9,067,346,642.36 used in construction of 6 houses for Lecturer staff, 2 dormitories and 1 Lecture theatre in Moshi University Collage of Cooperative and Business Studies (MUCCOBS) Kizumbi Campus in Shinyanga.
- 22 Total Shs. 4,000,000,000.00 used in construction of 2 new VETA Colleges in Kishapu DC and Msalala DC

3.1.7 Achievements attained in Management Monitoring and Inspection Section

- 1) Capacitate LGAs to use FFARS (Facility Financial Accounting and Reporting System), also a web application that allows to record Budget disbursement, expenditure, and generating financial report at facility level, Council level, Regional level and Ministry level.
- 2) Facilitate the use of POS and LGRCIS (Local Government Revenue Collection Information System) at LGAs level a system which developed by the Government of URT to optimize Local Government revenue collection(s) process by eliminating revenue evasion, revenue avoidance, Poor assessment and fraudulent practice of some revenue Collectors.
- 3) Capacitate LGAs to establish Audit Committees as per Government Guidelines. The Committees provides oversight of the financial reporting process, the audit process, the LGAs system of internal controls and compliance with laws and regulations.
- 4) Successfully yearly coordination of CAG recommendations implementations at LGAs level and Follow ups on implementation of recommendations of CAG have been made in 6 LGAs
- 5) Revenue enhancement plans and implementation monitoring for 6 LGAs have been managed and developed
- 6) 6 LGAs statutory meetings and good government adherence have been monitored and evaluated their effectiveness

3.1.8 Achievements attained in Health Section

1. Availability of medicines, medical supplies, and reagents increased from 40.6% in 2021 to 85.5% by 2025, while funds for medicine procurement rose from TZS 6.7 billion in 2020 to 11.9 billion in 2025.
2. Availability of hospital supplies and equipment increased from 47% in 2021 to 70% in 2025.
3. Procurement and installation of adequate modern medical equipment, including diagnostic devices such as CT scan, digital ultrasound, and X-ray, at the Regional Referral Hospital, at a total cost of TZS 4,176,283,488.00/=
4. Tsh. 7,000,000,000/= has been approved by the Central Government for the construction of a maternity complex and a laboratory building at the Regional Referral Hospital.
5. Renovation of RCH builds, construction of Comprehensive and Post Abort Care (CPAC) rooms at Bulungwa HC, Ushetu HC, Chela HC, Tinde HC and Salawe HC for Tshs 376,366,510.05/=

6. Construction of three Emergency Department (ED) buildings, Kishapu DH, Msalala DC and Shinyanga DC DH at a cost of TZS 900,000,000.00/=
7. Completion of the construction of six health centers: Ihapa (Shinyanga MC), Salawe (Shinyanga DC), Mwalugulu (Msalala DC), Kinaga (Kahama MC), Igwamanoni (Ushetu DC), and Negezi (Kishapu DC). Of these, only Negezi Health Center was completed at a total cost of TZS 6,123,102,398.00/=
8. Completion of construction of 35 dispensaries at a total cost of TZS 2,900,000,000.00/=
9. Implementation of the Rural Water Supply and Sanitation Services Project (SRWSSP). At the cost of 648,183,577.56/=
10. Construction of three One Stop Centre at Shinyanga Regional Referral Hospital
Msalala DC and Kishapu DC
11. HIV positivity rate among clients tested through HTC services declined from 3.1% in 2021 to 1.4% in 2025.
12. 88% of children under one year were fully immunized by June 2025.
13. Maternal deaths decreased from 50 in 2021 to 47 in 2025.
14. Severe acute malnutrition declined from 1% in 2021 to 0.4% in 2025.
15. Vitamin A supplementation coverage among under-five children increased from 97.2% to 103% by 2025.
16. CEmONC health facilities increased from 22 in 2020 to 37 in 2025.
17. Institutional deliveries increased from 86.3% in 2021 to 96.2% in 2025

3.1.9: Achievement achieved in Industry, Trade and Investment

1. Facilitate increased industries from 4 industries from 36 industries in year 2021 to 40 large industries in 2025 namely Katemi Food, Kwema Food & packaging Co. Ltd, East African Spirits and Msumba Steel. The increase goes along with increased job opportunities.
2. Facilitate establishment of three (3) Industrial parks/SEZ of Nyashimbi, Buzwagi and Busoka.
3. Facilitate creation of 50,000 employment opportunities where 15,000 are direct employment and 35,000 are indirect employment opportunities from industries and business hub.
4. Facilitate the provision of business licenses where a total of 29,902 business licenses were issued which lead to Tsh. 5,094,685,000 revenues collected by LGAs.
5. Facilitate establishment of Land Bank in which a total of 29,795.258 Ha, were set aside for the development of Industrial parks/SEZ.
6. Conduct 5 business council meeting

3.1.10 Achievements attained in Finance Unit

- 1) Revenue of Tshs. 25,000,000 was collected
- 2) 3 staff have been supportive in the preparation of final statements
- 3) Payment was made on time
- 4) Quarterly, mid-year and annual financial reports prepared and submitted timely

3.1.11 Achievements attained in Internal Audit Unit

- 1) 80% of all audited areas/scope were covered.
- 2) Regional audit reports prepared and submitted on time to various stakeholders.
- 3) Regional risk and fraud policy and risk register were developed and operating.
- 4) Ministerial, Sectoral and Inter - regional meetings attended

3.1.12 Achievements attained in Legal Unit

- 1) Various grievances were solved
- 2) Legal services in relation to interpretation of Laws, terms of contracts, terms of agreements, procurement contracts, guarantee's, consultancy agreements have been provided.
- 3) The unit had been participated in various negotiations and meetings for legal expertise.
- 4) Legislative translations and provision for advice to RS have been done.
- 5) Unit have liaised with PO-RALG and the office of Attorney general on litigation of civil cases and claim involving the RS and our 6 LGAs.
- 6) Input have been prepared during review of legal instruments such as contracts, memorandum of understanding, orders notes, certificates, agreements and transfer deeds where the RS is an interested part.

3.1.13 Achievements attained in Procurement Management Unit

- 1) Tender documents and contracts preparations for development projects, goods and services were prepared
- 2) Annual procurement plan though the system has been developed.
- 3) Procure, maintaining and management of supplies materials and services had been done
- 4) Maintaining and monitor distribution of office supplies and materials had been done.
- 5) Maintaining and update inventories of goods, supplies and materials had done.

3.1.14 Achievements attained in ICT Unit

- 1) Government mail, e Office, e - Government PKI account created for RS staff
- 2) Implemented and supervised operationalization of government systems such as HISMS, MUSE, CBMS, LGRCIS, MIS, SIS, BEMIS, PLANREP, FFARS, GOTHoMIS, IMIS and Attendance register system.

- 3) The use of ICT infrastructures and devices maintained.
- 4) Support provision to 6 LGAs have been coordinated and information technology to RS and 6 LGAs have been coordinated.
- 5) Regional Web-site development and maintenance have been coordinated.
- 6) Facilitation of the RS in the use of ICT in data collection, collection, storage, processing analysing reporting, dissemination and achieving have been coordinated.

3.1.15 Achievements attained in Monitoring and Evaluation Unit

- 1) Monitoring, supervision and inspection of development projects conducted.
- 2) Regional Development report were prepared and submitted on time.
- 3) RS and LGAs plans implementation are monitored and evaluated
- 4) Routine data and statistics across the Region produced
- 5) Data collection instruments are developed and designed
- 6) Ruling Party Manifesto and Government directives implementation (2020-2025) monitored and evaluated
- 7) Technical advice including institutionalization of Monitoring and Evaluation Systems is well provided.
- 8) Impact studies on plans, projects and programmes undertaken by RS and LGAs
- 9) data collection instruments are well developed and designed

3.1.16 Achievements attained in Community Development Unit

- 1) Community projects were initiated and implemented.
- 2) Sh. 2,690,830,918 was provided as a soft loan to 495 Economic Group (225 women, 225 youth and 45 People with Disabilities) and Sh.1,939,285,229 was loan repayment.
- 3) Technical support to LGAs on Opportunities and Obstacles to Development (O & OD) planning approach facilitated
- 4) The implementation of policies, strategies, laws, guidelines and international conventions related to good governance, community development, gender and special needs groups, children, parenting and family development in the Region analysed, interpreted and supervised
- 5) Community participation by promoting community sensitization programmes on patriotism, volunteerism and self-help spirit to bring social and economic development in LGAs facilitated.
- 6) Women economic and gender equality forums in the Region coordinated
- 7) The implementation of diversities policies, programmes including gender, disability, HIV/AIDS at Regional level well promoted.
- 8) Regional and Council community development Plans and Budgets well facilitated.

- 9) The quarterly, semi-annually and annual report on implementation of various interventions related to community development prepared.

3.1.17 Achievements attained in Government Communication Unit

- 1) Production and dissemination of information and documents such as brochures, articles and newsletters to inform the public on activities undertaken by the RS well-coordinated.
- 2) Press briefings for Region Commissioner's Office well-coordinated
- 3) The up-date of region information on the website coordinated.
- 4) Provision of information and communication on Regional socio-economic development activities facilitated
- 5) Dialogue with the public as well as media on issues concerning the Region are well engaged

3.2 Constraints hampered implementation of the previous strategic plan

- 1) Delay of recruitment permit from President's Office Public Service Management.
- 2) Different levels of understanding among the participants / stakeholders.
- 3) Inadequate extension officers in wards and village levels
- 4) Low farmer participation in production by practices on farm field school
- 5) Unreliable rainfall which affect crop production.
- 6) Low adaptation of drought resistance crops among farmers (some farmers cultivate crops that are not drought resistant)
- 7) Late seeds and other agricultural input disbursement to farmers
- 8) Reduced revenue collection caused by some of the sources being shifted to and collected by the central government.
 - i) Financial and human resource constraints
 - ii) Inadequate number of health facilities providing CEMONC Services.
 - iii) Shortage of skilled staff
 - iv) Shortage of health facilities and skilled health care provider
 - v) Few TB/leprosy diagnostic Centre
 - vi) Inadequate skills of HCWs on signs and symptoms of TB/leprosy
- 9) Other infrastructure like dip, charcoal dam, loading rump and slaughter slab were not constructed or rehabilitated due to financial constrain
 - i) Delayed construction projects due to late disbursements of fund
 - ii) Demonstration pond were not constructed due to financial constraint.
 - iii) Other diseases like CPP and CBPP were not vaccinated due to lack of vaccine from the Ministry
 - iv) Shortage of teachers especially science and mathematics subjects' teachers.

CHAPTER FOUR

4.0 THE PLAN

4.1 Introduction:

This chapter presents the Reviewed Strategic Plan for Shinyanga Region which begins from the FY 2026/27 to 2030/31. The chapter specifically describes the Vision, Mission, Section/Unit and their activities, Strategic Objectives, Targets, Strategies and Performance Indicators.

4.2 Vision and Mission

4.2.1 Vision:

The current RS Vision, *“To be a qualified, competent and multi-skilled institution for supporting, coordination and execution of government affairs in the region.”* is the statement describing the RS as government institution wants to be in the somewhat distant future, say to 5, 10 years on wards. It reflects the **"goal"** we hopefully intend to achieve regardless of the current environment and capacities we have.

4.2.2 Mission:

The RS mission, *“To promotes peace and security, social and economic advancement; coordinate, facilitate and provides administration of local government authorities and other stakeholders in carrying out mandated functions in areas of administration”*, on the other hand explains why RS Shinyanga as a government arm exists and what we, public servants do. In this case, therefore, the mission is a flexible expression that needs to be reviewed and modified periodically when necessary.

4.3 Sections and their activities

As government Institution at the regional level, the Shinyanga regional secretariat shall be headed by the Regional Administrative Secretary (RAS). The RS structure provides sections and units to facilitate the management of regional secretariat functions. The approved Functions and Organization Structure of Regional Secretariat of 2025 provide for eight (8) sections headed by Assistant Administrative Secretaries and eight (8) units headed by heads of units as follows;

- a) *Administration and Human Resource Management Section* shall be responsible for providing expertise and services on human resources management and administrative matters to the RS.
- b) *Planning and Coordination Section* shall be responsible for providing support services and expertise in planning and coordination for Regional Secretariat and LGAs.

- c) ***Health, Social Welfare and Nutrition Services Section*** shall be responsible for fostering development and provision of health services, preventive measures, social welfare and nutrition to the Region.
- d) ***Education and Vocational Training Section*** shall be responsible for guiding provision of pre-primary, primary, secondary, adult, non-formal education and vocational training; and promotion of culture, values and youth development.
- e) ***Economic and Productive Sectors Coordination Section*** shall be responsible for coordinating provision of conducive business environment to foster investment and transformation in economic and productive sectors.
- f) ***Management Monitoring and Inspection Section*** shall be responsible for providing support, expertise and services on management, monitoring and inspection to the LGAs.
- g) ***Infrastructure Section*** shall be responsible for providing technical services and backstopping expertise to RS and LGAs in undertaking of infrastructure functions.
- h) ***Industry, Trade and Investment Section*** shall be responsible for providing favorable business environment for industrialization, trade, marketing and investment development.
- i) ***Finance and Accounts Unit*** shall be headed by the Chief Accountant and shall be responsible for providing quality financial management and bookkeeping for the RS and performing the actual accounting functions of the RS in accordance with the financial Orders.
- j) ***Internal Audit Unit*** shall be headed by Chief Internal Auditor and shall be responsible for providing advisory services to the accounting officer on proper management and control of resources.
- k) ***Legal Services Unit*** shall be led by a head equivalent to a Principal Officer and shall be responsible for providing legal expertise and services to the RS.
- l) ***Information, Communication and Technology (ICT) Unit*** shall be led by a head equivalent to Principal Officer and provide technical expertise and foster capacity building in ICT to RS and LGAs.
- m) ***Procurement Management Unit*** shall be led by a head equivalent to Principal Officer and shall be responsible for providing expertise and services in procurement, storage and supply of goods and services for the RS by performing such functions in accordance with Financial Orders and Public Procurement Act.
- n) ***Government Communication Unit*** shall be led by a head equivalent to principal officer and shall be responsible for providing expertise and services in information, communication and dialogue with public and media.

- o) **Community Development Unit** shall be led by a head equivalent to principal officer and shall be responsible for provide support services and expertise in community development for Regional Secretariat and LGAs.
- p) **Monitoring and Evaluation Unit** shall be led by a head equivalent to principal officer and shall be responsible for providing expertise on monitoring and evaluation to RS and LGAs

The detailed activities for each section and unit are presented in *Annex I*.

4.4 Strategic Objectives:

Objective A: Service improved and HIV/AIDS infections reduced.

There has been high rate of HIV/AIDS infection in Shinyanga Region at a rate of 7.6 percent making the Region to be the 8th out of 21 Regions in Tanzania mainland. With this objective the Region is envisaging to reduce infection rate hence, having improved health and socio- economic wellbeing.

Objective B: National Anti-Corruption Strategy and Action Plan enhanced and sustained.

The RS is committed to enhance the provision of quality services to its stakeholders by combating all vices related to malpractice and unethical behaviours.

Objective C: Good Governance and Managerial Services enhanced.

Shinyanga RS is facing challenges in discharging its duties due to unskilled staff, motivation, insufficient working tools, office accommodation and weak financial management system. These challenges have contributed to inefficient service delivery to the public.

Objective D: Social services improved.

Availability of timely accurate and reliable information on Human Resources, social economic activities in a Region is vital in planning, decision making process and service delivery. This demands systematic collection, analysis, interpretation and dissemination of information for the government and public consumption. The existing RS data base is lacking some important information on human resource, file movement, social economic activities, monitoring and evaluation system therefore there is a need to strengthen and expand data base management system.

Objective E: Economic service improved.

There has been persisting shortfall with regard to the provision of social and economic services such as education, health services, and low per-capita income making the Region to be the 18th

with low per-capita income in Tanzania mainland. The RS is envisaging improving social and economic services through maximum involvement of all stakeholders and optimum use of available resources.

Objective F: Socio – Economic infrastructures improved.

The Region is facing poor social economic infrastructure which is very vital for the economic development and social being

Objective G: Natural resources and environmental management improved.

Shinyanga region has a tropical type of climate; it experiences moderate, salubrious temperatures. The rainfall is monomial; it starts between mid of October and December and ends in mid-May with two peak seasons. Furthermore, the amount and distribution pattern of rainfall is generally unequal and unpredictable. Due to this, the Region is experiencing semi-arid type of climate causing draught in most parts of the Region. Other causes are human activities resulting to land degradation, erosion and deforestation.

Objective H: Social welfare, gender and community empowerment strengthened.

The goal is to improve the overall well-being of society, while promoting equality between genders and enabling communities to have greater control, participation, and decision-making power over their own development.

Objective I: Emergence preparedness and disaster management improved.

Shinyanga Region like other Regions in all circumstance is not immune from disaster, though vulnerability to disaster varies. Most frequent types of disasters that occur in the Region include:

- *Natural disasters:* floods, hurricanes, drought and mild earthquakes.
- *Environmental emergencies:* forest fires caused by humans.
- *Pandemic emergencies:* involving biological agents (micro-organisms, insects or vermin infestation).

Objective X: Management of Environment and Ecosystems Enhanced and Sustained.

The goal is to improve how natural environments and ecosystems are managed and to ensure their long-term protection and productivity for present and future generations.

Objective Y: Multi-Sectoral Nutritional Services improved.

Strengthening of nutrition services will be reviewed periodically as the Council carries out and updates the Strategic Plan over the next four years.

To address these challenges, different strategy will be adopted as follows

4.5 Strategic Objectives, Targets, Strategies and Performance Indicators

4.5.1 Result Area: Human Resources and Administration Section

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Service Improved and HIV/AIDS Infections reduced	100 RS Staff, 1,500 council staff and 100 council leaders equipped with preventive measures on HIV/AIDS by June 2031	Budget allocation Capacity building in HIV/AIDS preventive measures	Number of RS, Council staff and leaders equipped.
B. National Anti-Corruption Strategy and Action Plan Enhanced and Sustained.	1500 employees trained on corruption and use of anti-corruption strategies by June, 2031.	Train HR and Administration Section on causes and effects of corruption	Number of employees trained on corruption and use of anti-corruption strategies
D. Social Services Improved	Conducive working environment to 100 staff improved by 2031.	Build 10 Staff houses, 25 ward and 125 villages' offices.	Number of houses, wards and villages offices
	Qualified staff increased from 1,944 to 3,564 by 2031.	Train staff through long and short courses Employ new staff	Number of qualified staff
	Statutory meetings and administration responsibilities enhanced to 85% by June, 2031	Solicit and allocate fund, facilitate management meeting, facilitate TDs and Chairperson office, prepare reports	Solicit and allocate fund, facilitate management meeting, facilitate TDs and Chairperson office, prepare reports
	Responsiveness of minutes submitted from 06 councils facilitated timely by June, 2031.	Conduct training Monitor performance trend Evaluate performance Provide award and more training	Number of councils with timely response on minutes
	2,157 staff supported with transfer, leave, and travel for treatment and training expenses timely by 2031.	Allocate in the budget Make payment	Number of employees facilitated with various expenses
C. Good Governance and Managerial Services Enhanced	100 Political leaders empowered on leadership and management skills by June, 2031.	Conduct training to 153 political leaders	Number of political leaders trained
	Welfare and conducive environment to 60 Staffs and 40	Pay statutory benefits to 60 Staff 40 councilors	Number of Staff and councilors who paid statutory Benefits

Strategic Objectives	Targets	Strategies	Performance Indicators
	councilors ensured by June, 2031.		
	To train 100 employees on PEPMIS	Conduct training provide funds	Number of employees
	Data cleaning to 2000 employee's in (HCMIS) done by 2031.	Collect documents which shows staff information • Correct staff in (HCMIS)	2000 Staff in HCMIS are correct
	100 RS Staff, two hundred (200) new council staff and 100 council leaders trained on good governance practices by June, 2031.	Budget allocation Provide infrastructure facilities Conduct council meetings	Number of staff and leaders trained
	Supervisory visits on PEPMIS conducted in 130 wards by June, 2031.	Conduct supervision Allocation of enough budget for administrative supervision Provision of infrastructure facilities	Number of wards supervised
	Human resource officers equipped with 5 computers connected to human capital management information system by June, 2031	Budget allocation	Number of human resources officers equipped.
	100% of statutory meetings conducted in 130 Wards and 200 villages/Mitaa by 2031.	Train Village and Mitaa chairpersons and Executive Sensitize members and other stakeholders to attend statutory meetings Allocate funds in the budget Enact By laws Enforce By laws Set criteria and award system for the best Ward/Village levels	Percentage of statutory meetings conducted
	Financial reports prepared and produced timely to the public in 130 Wards and 200 villages by 2031	Train Village and Mitaa chairpersons and Executive on techniques to preparation and produce quarterly financial reports to the public.	Number of financial reports timely prepared and produced

Strategic Objectives	Targets	Strategies	Performance Indicators
		Sensitize members and other stakeholders to attend statutory meetings	
	Employees turnover rate reduced from 10% to 5% by 2026	RS and Council motivation policy implemented	Employee turnover rate
	Community members attending statutory meetings increased by 50% by June, 2031	Sensitize Community members to participate in their development plans/projects through statutory meetings, Enact By laws and Enforcement.	Percentage of Community members attending the statutory meetings
	RC, RAS and 10 RS staff participate in development projects follow ups activities in 6 LGAs by 2031.	Monitor and supervise Produce report Allocate fund	Number of projects
	20 state visits facilitated by June, 2031.	Train 2 Staff on protocol issues Provide funds	Number of staff Number of state visit
	5 Uhuru Torch Rally conducted by 2031	Provide budget	Number of projects
	35 national festivals coordinated	Provide budget Mobilize fund	Number of festivals
	60 Regional Security committees conducted	Provide funds	Number of meetings
I. Emergency and Disaster Management Improved	Safety and Rescue services for RS Staff and strengthened by December 2026	Training to 100 RS Staff and Development committees on Disaster management by June, 2031.	Number and types of safety and rescue services

DAS

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Service improved and HIV/AIDS Infections reduced	30 Staffs equipped with preventive measures on HIV/AIDS. 5 Staffs supported on care and treatment on HIV/AIDS by June, 2031.	Budget allocation. Capacity building on HIV/AIDS preventive measures	Number of Staff
B. Good governance and managerial services enhanced.	Conducive working environment to 20 Staffs improved by June, 2031.	Build 1 DC Office. Build 2 DS Office, 6 DS Houses and DAS Houses 2.	Number of Office, Houses
	5 Staffs provided working tools	Allocate budget Provide laptops	Number of laptops.

	Welfare and conducive environment to 30 Staffs improved by June, 2031.	Pay statutory benefits to Staff. Leave travel allowance Medical allowance	Number of Staff.
	Qualification of 5 Staffs improved by June, 2031.	Training on short and long courses. Provide funds.	Number of Staffs.
	10 leaders participated on development projects activities in LGAs by June, 2031.	Monitor and supervise council development projects at village level. Provide projects report	Number of projects.
	10 Judicial Boards and 10 DCC meetings conducted by June, 2031	Provide budget Conduct judicial and DCC meeting Produced report	Number of meetings. Number of reports.
	200 marriages, registration of 1000 births and 50 deaths conducted by June, 2031.	Provide budget Train 4 Staffs Sensitize community	Number of marriages, births and deaths.
	200 people's complaints and grievances in the district attended.	Provide budgets Village visits	Number of complaints and village attain

4.5.2 Result Area: Planning and Coordination Section

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Good Governance and Administrative Services Enhanced	Project write-ups, Monitoring and Evaluation of development projects coordinated by June 2031	Monitor and supervise council development projects at ward and village level. Prepare and submit Council progress report conduct training on O&OD to the lower level government. Develop project write-ups for development project in the Council	Number of projects implemented and monitored
	Conducive working environment to 5 planning department staffs provided by 2030.	Provide employee's rights and benefits to planning department staff.	Number of staffs with conducive working environment
	Quality council plans and budgets prepared annually by 2031.	Prepare SMC budgets for recurrent and development activities.	Plans and Budget prepared annually

Strategic Objectives	Targets	Strategies	Performance Indicators
	Ruling Party Manifesto and Government directives implementation (2020-2025) overseen by June, 2031	<p>Set measurable goals and indicators tied directly to the manifesto and directives.</p> <p>Establish a schedule for regular reporting on the status of initiatives.</p> <p>Determine baseline data for each indicator to measure future progress against</p>	<p>Number of projects related to the objectives of the manifesto attained, such as poverty reduction, employment rates, and educational attainment.</p> <p>Percentage of allocated budget spent on initiatives outlined in the manifesto.</p>
	Conceptualize and interpret National and sectorial policies and strategies into Regional context and advise accordingly by June, 2031	<p>Conduct a thorough analysis of relevant national and sectoral policies to understand their objectives, frameworks, and expected outcomes.</p> <p>Conduct surveys, focus groups, and community engagement to identify regional priorities and needs that align with national objectives.</p> <p>Utilize statistical data and reports to understand the demographic, economic, social, and environmental context of the region</p>	<p>Percentage of required regional data collected and analyzed to inform policy interpretation.</p> <p>Percentage of key interventions prioritized according to regional needs and national objectives.</p>
	Community prioritized projects incorporated in the Council's development budget by June 2031.	Consider Lower Local Government Plans in to the Council's Development Budget.	Percent of community prioritized projects in the Council development budget.
H. Social welfare, gender and community empowerment strengthened	Participatory Planning in 20 Wards, 32 Mitaa and 45 Villages facilitated by June 2031	Mobilize funds, Coordinate different reports, Community Sensitization through improved O &OD, Stakeholders involvement	Number of Villages with Village Plans
I. Emergence preparedness	Awareness creation to 20 ward's and 112	Capacitate 45 villages on rescue, recovery and	Number of wards and villages capacitated

Strategic Objectives	Targets	Strategies	Performance Indicators
and disaster management improved	villages on disaster preparedness and management by June 2031	mitigation from disasters	

4.5.3 Result Area: Economic and Productive Section

Strategic Objective	Targets	Strategies	Performance Indicators
C. Good Governance and Managerial Services enhanced.	Three hundred and ninety-one (391) Agricultural Extension Officers recruited by June 2031	Allocate funds for recruitment. Seeking a recruitment permit.	Number of staff recruited
	300 Cooperative societies capacitated on good governance and financial management by June, 2031	<p>Conduct capacity-building training on cooperative governance, leadership, financial management, and accountability.</p> <p>Develop and distribute standardized guidelines and training manuals on good governance and financial reporting.</p> <p>Strengthen the capacity of cooperative leaders through coaching, mentorship, and on-site support visits.</p> <p>Promote the use of proper accounting systems and financial record-keeping tools within cooperatives.</p>	<p>Number of cooperative societies trained on good governance and financial management</p> <p>Number of cooperative leaders and staff trained</p> <p>Number of training sessions conducted</p> <p>Percentage of trained cooperatives maintaining proper financial records</p> <p>Number of cooperatives submitting timely financial reports</p> <p>Number of follow-up supervision and mentorship visits conducted</p>
	300 cooperatives audited by June 2031	<p>Prepare and implement an annual cooperative audit plan covering all targeted cooperative societies.</p> <p>Engage qualified internal and external auditors to conduct financial and compliance audits.</p>	<p>Number of cooperative societies audited annually</p> <p>Cumulative number of cooperatives audited by June 2031</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Allocate sufficient budget and logistical support for audit activities at the district and regional levels.</p> <p>Enforce compliance with Cooperative Societies Act, regulations, and audit guidelines.</p> <p>Conduct sensitization meetings with cooperative leaders to improve cooperation and readiness for audits.</p> <p>Ensure timely follow-up and implementation of audit recommendations by cooperative societies</p>	<p>Percentage of targeted cooperatives audited as per the audit plan</p> <p>Number of audit reports produced and submitted on time</p> <p>Percentage of cooperatives complying with audit recommendations</p> <p>Number of follow-up audit review meetings conducted</p> <p>Reduction in financial irregularities identified during audits</p>
D. Social services improved.	1,367,193 farmers reached by Extension Officers by June 2031	<p>Recruit, deploy, and equitably distribute Extension Officers across all wards and villages.</p> <p>Strengthen the capacity of Extension Officers through continuous training and provision of working tools.</p> <p>Promote the use of farmer field schools, demonstration plots, and on-farm advisory services.</p> <p>Leverage ICT and digital platforms (mobile phones, radio, and extension apps) to reach more farmers efficiently.</p> <p>Collaborate with farmer organizations, cooperatives, NGOs, and private sector actors to expand outreach.</p>	<p>Number of farmers reached by Extension Officers</p> <p>Percentage of targeted farmers covered by extension services.</p> <p>Number of extension visits, trainings, and farmer field schools conducted.</p> <p>Extension officer to farmer ratio.</p> <p>Availability and functionality of extension service delivery tools (transport, ICT tools, and materials).</p> <p>Farmer satisfaction level with extension services provided.</p>
	1,367,193 farmers capacitated with skills on climate change mitigation	Conduct large-scale farmer training and sensitization programs on climate-smart agriculture, climate change	Number of farmers trained on climate change mitigation and adaptation (disaggregated by sex and age)

Strategic Objective	Targets	Strategies	Performance Indicators
	and adaptation by June, 2031	<p>mitigation, and adaptation practices.</p> <p>Strengthen the capacity of Agricultural Extension Officers to deliver climate change–related advisory services at community and village levels.</p> <p>Establish and promote climate-smart demonstration plots to support practical learning among farmers.</p> <p>Develop and disseminate training materials on climate change mitigation and adaptation in user-friendly formats and local languages.</p> <p>Promote adoption of resilient farming practices, including conservation agriculture, agroforestry, water harvesting, and the use of drought-tolerant crop varieties.</p> <p>Utilize farmer field schools, village meetings, mass media, and digital platforms to reach a large number of farmers efficiently.</p>	<p>Percentage of targeted farmers reached by June 2031</p> <p>Number of training sessions, farmer field schools, and demonstrations conducted</p> <p>Number of extension officers trained on climate change–related skills</p> <p>Percentage of trained farmers adopting climate-smart agricultural practices</p> <p>Area of farmland under climate-smart practices</p> <p>Number of climate-smart demonstration plots established</p> <p>Improvement in farmers’ resilience to climate-related shocks (e.g. reduced crop losses)</p>
	Farmers accessing extension services increased by 50% by June 2031	<p>Strengthen agricultural extension systems by recruiting, training, and adequately facilitating extension officers at ward and village levels.</p> <p>Expand the use of digital and ICT-based extension services, including mobile advisory platforms, radio programs, and SMS alerts to reach more farmers.</p> <p>Increase farmer outreach activities through farmer field schools, demonstration plots,</p>	<p>Percentage increase in farmers accessing extension services compared to baseline</p> <p>Number of farmers reached by extension services annually (disaggregated by sex and age)</p> <p>Number of farmer field schools, demonstrations, and field days conducted</p> <p>Percentage of farmers satisfied with extension services</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>field days, and village meetings.</p> <p>Enhance collaboration with private sector actors, NGOs, and farmer organizations to complement public extension service delivery.</p> <p>Strengthen monitoring and reporting systems to track farmer reach and service delivery.</p>	<p>Frequency of extension visits per farming season</p>
	<p>Farmers attain new agricultural technology through National Exhibition increased from 600 to 2,500 by June, 2031</p>	<p>Facilitate farmer participation in national agricultural exhibitions by providing logistical and financial support.</p> <p>Organize pre- and post-exhibition sensitization sessions to prepare farmers and support the adoption of showcased technologies.</p> <p>Establish linkages between farmers and technology providers (input suppliers, machinery dealers, and innovators) during exhibitions.</p> <p>Integrate exhibition learning outcomes into extension services, including follow-up demonstrations and field days.</p> <p>Document and disseminate best practices and technologies learned from exhibitions to wider farmer groups.</p>	<p>Number of farmers participating in national agricultural exhibitions</p> <p>Percentage increase in farmers attending exhibitions compared to baseline</p> <p>Number of new agricultural technologies showcased and accessed by farmers</p> <p>Number of pre- and post-exhibition training sessions conducted</p> <p>Number of follow-up extension visits conducted after exhibitions</p> <p>Level of farmer satisfaction with exhibition participation</p>
	<p>Post-harvest technology disseminated to 596 villages by June 2031</p>	<p>Identify and prioritize appropriate post-harvest technologies (storage, handling, processing, and value addition) suitable for local crops and conditions.</p> <p>Conduct village-level training and demonstrations on post-</p>	<p>Number of villages reached with post-harvest technologies</p> <p>Percentage of targeted villages covered by June 2031</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>harvest handling, storage, processing, and loss reduction.</p> <p>Strengthen the capacity of extension officers and lead farmers to deliver post-harvest technology advisory services.</p> <p>Develop and disseminate user-friendly information materials (guidelines, manuals, posters, audio-visual content) on post-harvest technologies.</p> <p>Promote farmer groups and cooperatives as entry points for technology dissemination and collective adoption.</p> <p>Collaborate with research institutions, private sector actors, and development partners for technology transfer and technical support.</p> <p>Integrate post-harvest technology dissemination into ongoing agricultural extension programs to ensure sustainability.</p>	<p>Number of training sessions and demonstrations conducted at village level</p> <p>Number of farmers trained on post-harvest technologies (disaggregated by sex and age)</p> <p>Percentage reduction in post-harvest losses in targeted villages</p> <p>Percentage of trained farmers adopting improved post-harvest practices</p>
	<p>Increase extension services through construction of a resource center from 6 to 130 in 130 Wards by June 2031</p>	<p>Prepare a phased construction plan for the extension of resource centers covering all 130 wards.</p> <p>Mobilize financial resources from government budgets, development partners, and community contributions for construction and equipping of the centers.</p> <p>Develop standard designs and specifications for extension resource centers to ensure quality and cost efficiency.</p> <p>Construct and equip extension resource centers with training halls, ICT facilities,</p>	<p>Number of extension resource centers constructed and operational</p> <p>Percentage of wards with functional extension resource centers</p> <p>Number of farmers accessing services through resource centers</p> <p>Number of extension training sessions conducted at the centers</p> <p>Availability of ICT and training equipment in the centers</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>demonstration materials, and reference resources.</p> <p>Deploy and strengthen extension staff to operate and manage the resource centers effectively.</p> <p>Integrate digital extension services (e-extension platforms, e-libraries, and ICT tools) within the resource centers.</p> <p>Promote community ownership and participation in the establishment, management, and sustainability of the centers.</p>	<p>Extension officer-to-farmer interaction frequency at the ward level</p> <p>Level of utilization of resource centers by farmers</p>
	<p>The availability of subsidized fertilizer to farmers increased from 16,086 tons to 24,129 tons by June 2031</p>	<p>Enhance coordination among fertilizer suppliers, distributors, and local government authorities.</p> <p>Improve farmer registration and targeting systems to ensure eligible farmers receive subsidized fertilizer.</p> <p>Conduct awareness campaigns to inform farmers about subsidy access procedures and timelines.</p>	<p>Quantity of subsidized fertilizer distributed annually (tons).</p> <p>Number of farmers accessing subsidized fertilizer.</p> <p>Timeliness of fertilizer delivery before the planting season.</p> <p>Reduction in reported fertilizer shortages at village and ward levels</p>
	<p>The availability of cotton pesticides increased from 1,348,340 ecrepacks to 1,648,340 ecrepacks by June 2031</p>	<p>Strengthen supply chain management to ensure timely distribution to cotton-growing areas.</p> <p>Improve coordination between the Ministry responsible for agriculture, cotton boards, and local government authorities.</p> <p>Enhance farmer registration and targeting to ensure pesticides reach active cotton farmers.</p>	<p>Number of cotton pesticide ecrepacks distributed per year</p> <p>Number of cotton farmers accessing pesticides.</p> <p>Timeliness of pesticide distribution before the cotton planting season.</p> <p>Reduction in reported pest outbreaks and crop losses in cotton-growing areas.</p>

Strategic Objective	Targets	Strategies	Performance Indicators
	<p>Six (6) agricultural equipment hiring centers are established by June 2031.</p>	<p>Conduct farmer sensitization on proper use and access to subsidized cotton pesticides</p> <p>Identify strategic locations for establishing agricultural equipment hiring centers based on demand and accessibility.</p> <p>Partner with private sector actors, cooperatives, and farmer organizations to manage and sustain the centers.</p> <p>Build the capacity of operators and managers on equipment operation, maintenance, and business management.</p> <p>Develop and enforce operational guidelines, pricing structures, and maintenance plans for the centers</p>	<p>Number of agricultural equipment hiring centers established and operational.</p> <p>Types and quantity of agricultural equipment available at each center.</p> <p>Number of farmers accessing hiring services per season/year.</p> <p>Revenue generated and cost-recovery level of the centers</p>
	<p>Agricultural extension services strengthened by providing working tools to extension officers, including increasing motorcycles from 214 to 596, tablets from 262 to 596, and soil testing kits from 6 sets to 14 sets by June 2031</p>	<p>Local Government Authorities are to allocate sufficient budget for the procurement of extension service equipment and tools.</p> <p>Local Government Authorities are to procure and distribute motorcycles, tablets, and soil testing kits based on their needs.</p> <p>Strengthen asset management systems to ensure proper use and maintenance of the equipment.</p> <p>Build capacity of extension officers on the effective use of digital tools and soil testing equipment.</p> <p>Improve monitoring and supervision of extension service delivery using digital reporting systems</p>	<p>Number of motorcycles, tablets, and soil testing kits procured and distributed.</p> <p>Percentage of extension officers adequately equipped with working tools.</p> <p>Frequency of farmer visits and extension outreach activities conducted.</p> <p>Number of farmers reached with extension services annually.</p> <p>Improvement in timeliness and quality of extension service delivery</p>

Strategic Objective	Targets	Strategies	Performance Indicators
	<p>Cooperative societies strengthened by increasing cooperative loans from TZS 3.5 billion to TZS 4.7 billion, increasing cooperative membership from 22,012 to 27,515, and increasing the number of cooperative societies from 299 to 374.</p>	<p>Mobilize financial resources through government support, financial institutions, and development partners to expand cooperative lending.</p> <p>Strengthen governance, financial management, and leadership capacity of cooperative societies.</p> <p>Promote awareness and sensitization campaigns to encourage farmers and traders to join cooperatives.</p> <p>Support the formation and registration of new cooperative societies in underserved areas.</p> <p>Improve monitoring, supervision, and auditing of cooperative societies to enhance transparency and trust.</p>	<p>Total value of loans disbursed to cooperative societies (TZS).</p> <p>Number of registered and active cooperative societies.</p> <p>Total number of cooperative members.</p> <p>Loan repayment rate of cooperative societies.</p> <p>Improvement in cooperative service delivery and member satisfaction</p>
	<p>255 AMCOS capacitated with warehouse receipt system and access to market linkages by June 2031</p>	<p>Conduct targeted training programs for AMCOS leaders and staff on Warehouse Receipt System operations, procedures, and compliance requirements.</p> <p>Build capacity on market access and linkage development, including contract farming, collective marketing, and negotiation skills.</p> <p>Develop and disseminate WRS guidelines and operational manuals tailored to AMCOS needs.</p> <p>Strengthen collaboration with warehouse operators, financial institutions, and buyers to facilitate effective participation in WRS.</p>	<p>Number of AMCOS trained on Warehouse Receipt System and market linkages</p> <p>Percentage of targeted AMCOS capacitated by June 2031</p> <p>Number of AMCOS actively participating in the Warehouse Receipt System</p> <p>Number of market linkage agreements/contracts facilitated</p> <p>Value and volume of produce marketed through WRS by AMCOS</p> <p>Number of AMCOS accessing finance using warehouse receipts</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Support AMCOS to meet WRS compliance standards, including quality control, grading, storage, and documentation.</p> <p>Facilitate access to finance by linking AMCOS with banks and other financial institutions using warehouse receipts as collateral.</p> <p>Provide on-site coaching, mentorship, and follow-up support to ensure practical application of WRS knowledge</p>	<p>Number of follow-up mentorship and support visits conducted</p>
	<p>Vaccination, prevention, and treatment services are strengthened for livestock to enable livestock keepers to manage with livestock diseases and mortalities by June 2031</p>	<p>Expand access to veterinary services, including mobile clinics and community animal health workers.</p> <p>Ensure timely supply of vaccines and essential medicines.</p> <p>Conduct regular awareness campaigns and training for farmers on disease prevention and early detection.</p> <p>Establish disease surveillance and reporting systems to track outbreaks quickly.</p> <p>Promote good livestock husbandry practices to reduce disease risks.</p>	<p>Percentage increase in livestock vaccinated annually.</p> <p>Reduction in livestock mortality rate due to preventable diseases.</p> <p>Number of farmers trained in livestock disease prevention and management.</p> <p>Response time from disease detection to intervention.</p> <p>Number of functional veterinary service delivery points established or upgraded</p>
	<p>4,114,598 animals vaccinated by June 2031</p>	<p>Develop and implement an annual vaccination plan targeting priority livestock species and diseases.</p> <p>Strengthen veterinary service delivery by recruiting, training, and equipping veterinary officers and livestock extension staff.</p> <p>Ensure timely procurement and distribution of quality</p>	<p>Number of animals vaccinated annually (by species)</p> <p>Cumulative number of animals vaccinated by June 2031</p> <p>Percentage of targeted animals vaccinated</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>vaccines to all wards and villages.</p> <p>Conduct vaccination campaigns at village and ward levels, using mobile and fixed vaccination posts.</p> <p>Sensitize livestock keepers on the importance of vaccination and animal health management.</p> <p>Strengthen disease surveillance and reporting systems to identify areas with low vaccination coverage.</p> <p>Collaborate with livestock associations, cooperatives, and community leaders to mobilize livestock keepers.</p> <p>Monitor, evaluate, and follow up on vaccination coverage to ensure compliance and effectiveness.</p>	<p>Number of vaccination campaigns conducted (ward and village level)</p> <p>Number of veterinary officers and extension staff deployed for vaccination</p> <p>Vaccine coverage rate per livestock species</p> <p>Number of awareness and sensitization sessions conducted for livestock keepers</p> <p>Reduction in incidence of vaccine-preventable livestock diseases</p>
	<p>Six milk collection centres (One for each Council) established by June 2031</p>	<p>Identify strategic locations for milk collection centres based on milk production clusters and accessibility.</p> <p>Mobilize financial and technical resources from the government, development partners, and the private sector to construct and equip centres.</p> <p>Develop standard designs and operational guidelines for milk collection centres, including hygiene, cold storage, and quality control measures.</p> <p>Construct and equip milk collection centres with chilling facilities, weighing scales, and quality testing tools.</p> <p>Train staff and cooperative members on milk handling,</p>	<p>Number of milk collection centres constructed and operational</p> <p>Percentage of planned centres established by June 2031</p> <p>Volume of milk collected per centre per month</p> <p>Number of staff and cooperative members trained in milk handling and quality control</p> <p>Number of linkages established with processors and markets</p> <p>Level of compliance with hygiene and quality standards</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>quality assurance, and record-keeping.</p> <p>Establish linkages with milk processors, transporters, and markets to ensure smooth milk flow.</p> <p>Promote cooperative management and community ownership of the centres to ensure sustainability.</p> <p>Monitor and evaluate the performance of collection centres to ensure efficiency, quality, and compliance with standards.</p>	<p>Frequency of maintenance and monitoring visits conducted</p>
	<p>Livestock breed advisory services in 6 LGAs strengthen by June 2031</p>	<p>Assess and identify existing gaps in livestock breed advisory services in the targeted LGAs.</p> <p>Recruit and train livestock officers, AI (artificial insemination) technicians, and extension staff on breed improvement techniques and advisory services.</p> <p>Develop and disseminate breed improvement guidelines, manuals, and information materials to farmers and extension staff.</p> <p>Promote artificial insemination, crossbreeding, and selective breeding programs to improve livestock productivity.</p> <p>Strengthen partnerships with research institutions, universities, and private sector actors for breed improvement programs.</p> <p>Monitor and evaluate the adoption of recommended breeding practices and their</p>	<p>Number of LGAs with strengthened livestock breed advisory services</p> <p>Number of livestock officers and technicians trained in breed advisory services</p> <p>Number of farmers receiving breed advisory services</p> <p>Number of artificial insemination or crossbreeding services conducted</p> <p>Number of breed improvement guidelines/manuals disseminated</p> <p>Adoption rate of recommended livestock breeding practices</p> <p>Improvement in herd productivity and genetic quality of livestock</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		impact on livestock productivity	Number of follow-up visits and advisory sessions conducted
	Range advisory service in 6 LGAs strengthened by June 2031	<p>Recruit, train, and equip range officers and extension staff on sustainable rangeland management, grazing systems, and forage conservation.</p> <p>Develop and disseminate guidelines, manuals, and information materials on sustainable range management and utilization practices.</p> <p>Promote improved forage production, pasture reseeding, and rotational grazing systems to enhance rangeland productivity.</p> <p>Facilitate linkages with research institutions and NGOs for technical support and innovations in rangeland management.</p> <p>Monitor and evaluate the adoption of recommended rangeland management practices and the condition of grazing areas.</p>	<p>Number of LGAs with strengthened range advisory services</p> <p>Number of farmers and pastoralists receiving range advisory services</p> <p>Number of guidelines/manuals on sustainable rangeland management disseminated</p> <p>Percentage of farmers/pastoralists adopting recommended range management practices</p> <p>Area of rangeland under improved management practices</p> <p>Frequency of follow-up visits and advisory sessions conducted</p>
	Livestock extension advisory services improved from 30% to 80% by June 2031	<p>Recruit, train, and equip additional livestock extension officers to improve coverage and quality of services.</p> <p>Strengthen existing extension delivery systems through improved planning, supervision, and reporting.</p> <p>Provide extension staff with mobility tools and working resources (motorcycles, bicycles, field kits, digital tools) to reach more farmers.</p> <p>Develop and disseminate technical manuals and guidelines for livestock</p>	<p>Percentage of livestock extension advisory services coverage (baseline: 30%; target: 80%)</p> <p>Number of livestock extension officers trained and deployed</p> <p>Number of farmers receiving livestock advisory services annually (disaggregated by sex and age)</p> <p>Number of on-farm demonstrations and field school sessions conducted</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>management and advisory services.</p> <p>Integrate digital and ICT platforms (SMS, apps, radio programs) for wider and timely advisory reach.</p> <p>Conduct on-farm demonstrations, farmer field schools, and village meetings to enhance practical knowledge transfer.</p> <p>Collaborate with farmer groups, cooperatives, NGOs, and private sector actors to strengthen outreach and advisory coverage.</p> <p>Monitor and evaluate the quality, frequency, and impact of advisory services to ensure continuous improvement</p>	<p>Number of ICT-based advisory messages/programs delivered</p> <p>Frequency of extension visits per farming/pastoral household</p> <p>Level of farmer satisfaction with livestock extension services</p> <p>Improvement in livestock productivity and health indicators</p>
	<p>Establishment of 6 small factories (One each Council) for processing and manufacturing products from hides and skins by June 2031 industry</p>	<p>Facilitate partnerships with private sector investors, cooperatives, and industry experts for factory construction and operation.</p> <p>Ensure compliance with national and international quality standards for hides and skins products.</p> <p>Promote linkages between producers, slaughterhouses, and factories to ensure a reliable supply of raw materials.</p> <p>Monitor and evaluate factory operations to ensure efficiency, product quality, and sustainability</p>	<p>Number of hides and skins processing factories established and operational</p> <p>Percentage of planned factories established by June 2031</p> <p>Number of linkages established between producers, slaughterhouses, and factories</p> <p>Compliance with national and international product quality standards</p>
	<p>596 Villages trained in forest and wildlife conservation and management by June, 2031</p>	<p>Conduct village-level training programs on forest and wildlife conservation, sustainable resource use, and biodiversity protection.</p>	<p>Number of villages trained on forest and wildlife conservation</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Strengthen the capacity of village natural resource committees, extension officers, and local leaders to provide ongoing support and supervision</p> <p>Promote participatory approaches for forest management, anti-poaching activities, and wildlife protection.</p> <p>Collaborate with NGOs, community-based organizations, and research institutions to provide technical support and resources.</p> <p>Integrate conservation training into existing community development programs for sustainability.</p> <p>Monitor and evaluate the adoption of conservation practices and community compliance with environmental regulations.</p>	<p>Percentage of targeted villages covered by June 2031</p> <p>Number of community leaders and extension officers trained</p> <p>Percentage of villages adopting sustainable forest and wildlife management practices</p> <p>Number of awareness and sensitization sessions conducted</p> <p>Reduction in illegal logging, poaching, or unsustainable resource use</p> <p>Frequency of follow-up visits and supervision conducted</p>
E. Economic service improved.	Allocate, survey, and formalize ownership of livestock farmers' grazing and farming areas from 1,576 hectares to 2,924.9 hectares by June 2031	<p>Conduct land surveys and mapping to identify suitable areas for livestock farming.</p> <p>Allocate and demarcate land for individual and community livestock farmers.</p> <p>Facilitate formal land registration and issuance of ownership or user certificates.</p> <p>Build capacity of local authorities and communities on land management and conflict resolution.</p> <p>Promote sustainable grazing practices to prevent land degradation and overgrazing</p>	<p>Total hectares of land allocated, surveyed, and formalized for livestock farming.</p> <p>Number of livestock farmers receiving formal land ownership or user certificates.</p> <p>Percentage increase in land under sustainable livestock management.</p> <p>Reduction in land-use conflicts among livestock farmers.</p> <p>Level of compliance with sustainable grazing practices</p>

Strategic Objective	Targets	Strategies	Performance Indicators
	<p>Increase grazing areas from 2,924.9 hectares to 3,300 hectares by June 2031</p>	<p>Identify and map underutilized or degraded land suitable for grazing expansion.</p> <p>Implement land improvement practices such as reseeding, controlled burning, or soil fertility enhancement.</p> <p>Promote sustainable grazing management to prevent overgrazing.</p> <p>Collaborate with local communities and authorities to secure land rights for grazing.</p> <p>Monitor and maintain the expanded grazing areas regularly.</p>	<p>Total hectares of grazing land available annually.</p> <p>Percentage increase in grazing area compared to the baseline (2,924.9 ha).</p> <p>Number of new grazing areas developed and made functional.</p> <p>Improvement in forage quality and biomass production in the expanded areas.</p> <p>Reduction in livestock malnutrition or starvation incidences</p>
	<p>Drought-resistant crops for food security purposes increased from 73,900 ha to 100,000 ha by June, 2031</p>	<p>Promote the adoption of drought-resistant crop varieties through farmer sensitization and training.</p> <p>Strengthen availability and access to certified seeds of drought-tolerant crops.</p> <p>Support the establishment of demonstration plots and farmer field schools on drought-resistant crops.</p> <p>Enhance agricultural extension services focusing on climate-smart agriculture practices.</p> <p>Facilitate access to farm inputs and credit for farmers adopting drought-resistant crops.</p> <p>Promote soil and water conservation technologies to improve moisture retention.</p> <p>Collaborate with research institutions and development partners to disseminate improved varieties</p>	<p>Hectares under drought-resistant crops cultivated annually.</p> <p>Number of farmers adopting drought-resistant crop varieties.</p> <p>Quantity of certified drought-tolerant seeds distributed to farmers.</p> <p>Number of demonstration plots and farmer field schools established.</p> <p>Yield levels of drought-resistant crops per hectare.</p> <p>Percentage increase in food crop production in drought-prone areas</p>

Strategic Objective	Targets	Strategies	Performance Indicators
	<p>The irrigated land is increased from 631,622 hectares to 644,517.2 hectares by June 2031</p>	<p>Expand existing irrigation schemes through extension of canals and on-farm irrigation infrastructure.</p> <p>Develop new irrigation blocks within established schemes to utilize available water resources efficiently.</p> <p>Rehabilitate non-functional or underperforming irrigation infrastructure.</p> <p>Promote water-efficient irrigation technologies such as drip and sprinkler systems.</p> <p>Strengthen planning, supervision, and coordination among irrigation authorities and local governments.</p>	<p>Total irrigated area developed (hectares).</p> <p>Increase in irrigated land compared to the baseline.</p> <p>Number of irrigation schemes expanded or rehabilitated.</p> <p>Percentage of irrigated area under efficient irrigation technologies.</p> <p>Improvement in cropping intensity and agricultural productivity in irrigated areas.</p>
	<p>The production of food crops increased from 1,313,073 tons to 1,813,073 tons by June 2031</p>	<p>Promote the use of improved and high-yielding seed varieties for major food crops.</p> <p>Increase access to agricultural inputs such as fertilizers, pesticides, and mechanization services.</p> <p>Expand irrigated agriculture to reduce dependence on rain-fed production.</p> <p>Strengthen agricultural extension services to improve agronomic practices and post-harvest handling.</p> <p>Support climate-smart agriculture practices to enhance productivity and resilience.</p>	<p>Total food crop production achieved annually (tons).</p> <p>Percentage increase in food crop production compared to the baseline.</p> <p>Average yield per hectare for major food crops.</p> <p>Number of farmers adopting improved technologies and practices.</p> <p>Reduction in post-harvest losses of food crops</p>
	<p>The production of cash crops is increased from 170,673 tons to 175,673 tons by June 2031</p>	<p>Promote the adoption of improved and high-yielding varieties of cash crops.</p> <p>Improve access to quality agricultural inputs, including</p>	<p>Total cash crop production achieved annually (tons).</p> <p>Percentage increase in cash crop production compared to the baseline.</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>fertilizers, pesticides, and mechanization services.</p> <p>Strengthen extension services on good agricultural practices (GAPs) and pest/disease management.</p> <p>Expand irrigation and climate-smart agriculture in cash-crop-growing areas.</p> <p>Improve market access and price incentives to motivate farmers to increase production</p>	<p>Average yield per hectare for major cash crops.</p> <p>Number of cash-crop farmers using improved technologies and practices.</p> <p>Reduction in production losses due to pests, diseases, and climate variability</p>
	<p>Six (6) large-scale farms (Block Farm) established by June 2031</p>	<p>Create awareness, identify, survey, and secure suitable land for block farming in priority agricultural areas.</p> <p>Develop essential infrastructure, including irrigation systems, farm access roads, storage facilities, and utilities.</p> <p>Promote Public–Private Partnerships (PPPs) and attract private investors for block farm establishment and management.</p> <p>Facilitate access to agricultural finance, grants, and affordable credit for large-scale farm development.</p> <p>Provide capacity building and technical support on large-scale production, mechanization, and climate-smart agriculture.</p> <p>Promote use of modern farm machinery, improved seeds, fertilizers, and digital farm management technologies.</p> <p>Strengthen coordination, supervision, and monitoring of block farm implementation</p>	<p>Number of block farms established and operational</p> <p>Total hectares of land secured and developed for block farming</p> <p>Amount of financial investment mobilized for block farm establishment</p> <p>Number of block farms with functional irrigation infrastructure</p> <p>Number of investors/farmer groups participating in block farms</p> <p>Quantity of agricultural produce generated from block farms</p> <p>Number of jobs created through block farm operations</p> <p>Number of technical support and supervision visits conducted</p>

Strategic Objective	Targets	Strategies	Performance Indicators
	<p>Improvement of the crop value chain addition increased from 20% to 60% by June 2031</p>	<p>Promote the establishment and upgrading of agro-processing and value-addition facilities for priority crops.</p> <p>Facilitate access to modern processing, packaging, storage, and preservation technologies.</p> <p>Strengthen farmer groups, cooperatives, and agribusinesses to participate effectively in value addition.</p> <p>Enhance market linkages through contract farming, market information systems, and trade fairs.</p> <p>Support compliance with quality standards, grading, branding, and certification requirements.</p> <p>Facilitate access to finance, incentives, and investment opportunities for value-addition enterprises.</p> <p>Build the capacity of farmers and processors on value chain development, agribusiness management, and entrepreneurship.</p>	<p>Percentage of crop value addition increased from 20% to 60%</p> <p>Number of agro-processing and value-addition facilities established or upgraded</p> <p>Number of farmer groups/cooperatives engaged in value addition activities</p> <p>Number of value-added crop products meeting quality standards</p> <p>Amount of investment mobilized for crop value-addition initiatives</p> <p>Number of jobs created along the crop value chain</p>
	<p>Advisory services on the establishment of 60 new fish ponds in 6 LGAs by June, 2031</p>	<p>Sensitize and identify suitable sites for fish pond establishment in collaboration with LGAs and communities.</p> <p>Provide technical advisory services on fish pond design, construction, and management.</p> <p>Train fish farmers on pond preparation, stocking, feeding, water quality management, and harvesting.</p>	<p>Number of new fish ponds established with advisory support</p> <p>Number of LGAs covered by aquaculture advisory services</p> <p>Number of fish farmers trained on pond establishment and management</p> <p>Survival rate of stocked fish (%)</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Facilitate access to quality fish seed (fingerlings) and appropriate fish feeds.</p> <p>Promote adoption of improved aquaculture technologies and best management practices.</p> <p>Strengthen linkages between fish farmers, extension officers, and aquaculture input suppliers.</p> <p>Conduct regular follow-up visits, supervision, and on-site technical support to fish pond operators.</p>	<p>Quantity of fish produced from newly established ponds (tons/year)</p> <p>Number of extension and follow-up visits conducted</p> <p>Percentage of ponds adopting recommended aquaculture practices</p> <p>Increase in income of fish farmers supported (%)</p>
F. Socio – Economic infrastructures improved	Rehabilitation and Construction of irrigation dams for 20 irrigation schemes by June 2031	<p>Conduct feasibility studies, hydrological assessments, and environmental and social impact assessments for proposed irrigation dams.</p> <p>Identify, survey, and secure suitable sites for the construction and rehabilitation of irrigation dams.</p> <p>Mobilize financial resources from government, development partners, and private sector for dam construction and rehabilitation.</p> <p>Rehabilitate existing irrigation dams to improve water storage capacity and efficiency.</p> <p>Construct new irrigation dams to support the expansion of irrigation schemes.</p> <p>Strengthen community participation and Water User Associations in the operation and maintenance of irrigation dams.</p> <p>Build the capacity of irrigation scheme beneficiaries on dam</p>	<p>Number of irrigation dams constructed and rehabilitated</p> <p>Number of irrigation schemes supported by functional dams</p> <p>Total water storage capacity created or restored (cubic meters)</p> <p>Hectares of land brought under reliable irrigation</p> <p>Amount of funds mobilized for dam construction and rehabilitation</p> <p>Number of Water User Associations strengthened or established</p> <p>Frequency of monitoring and maintenance activities conducted</p> <p>Reduction in irrigation water shortages during dry seasons (%)</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>management, water use efficiency, and climate-resilient irrigation practices.</p> <p>Establish routine monitoring, supervision, and maintenance mechanisms to ensure dam sustainability.</p>	
	<p>The number of irrigation schemes is increased from 15 to 20 by June 2031</p>	<p>Identify and prioritize potential sites for new irrigation schemes based on water availability and agricultural potential.</p> <p>Rehabilitate and upgrade existing irrigation schemes to improve efficiency and expand coverage.</p> <p>Mobilize financial resources from government budgets, development partners, and private investors.</p> <p>Strengthen community participation and Water User Associations (WUAs) in scheme development and management.</p> <p>Provide technical support and capacity building on irrigation operation, maintenance, and water-use efficiency.</p>	<p>Number of irrigation schemes constructed or upgraded.</p> <p>Hectares of land brought under functional irrigation.</p> <p>Number of farmers benefiting from irrigation schemes.</p> <p>Increase in crop yields and production in irrigated areas.</p>
	<p>Construction of 30 bore holes for irrigation by June 2031</p>		
	<p>Agricultural produce markets are constructed and improved from 1 to 3</p>	<p>Identify strategic locations for new markets based on production hubs and accessibility.</p> <p>Local Government Authorities are to allocate budget for construction, renovation, and provision of basic market</p>	<p>Number of agricultural markets constructed or improved.</p> <p>Volume of agricultural produce traded at the markets.</p> <p>Number of farmers and traders utilizing the</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>infrastructure (shelters, storage, and sanitation).</p> <p>Engage local authorities, farmer groups, and the private sector in market management and operations.</p> <p>Ensure market designs incorporate storage, value addition, and safe trading practices.</p> <p>Promote awareness among farmers and traders on the use of improved market facilities</p>	<p>improved market facilities.</p> <p>Level of market infrastructure functionality and maintenance.</p> <p>Improvement in market access and reduction in post-harvest losses</p>
	<p>The number of storage warehouses is constructed and improved for agricultural produce from 70 to 90 by June 2031</p>	<p>Identify priority locations for new warehouses based on production zones and storage needs.</p> <p>Local Government Authorities to allocate budget for the construction, rehabilitation, and equipping of warehouses with modern storage facilities.</p> <p>Strengthen management systems, including record-keeping, inventory management, and security measures.</p> <p>Partner with farmer cooperatives, the private sector, and local authorities to ensure proper operation and maintenance.</p> <p>Promote awareness among farmers on proper storage practices and the utilization of warehouse services</p>	<p>Number of warehouses constructed or improved.</p> <p>Total storage capacity (tons) available for agricultural produce.</p> <p>Number of farmers/farmers' groups utilizing the warehouses.</p> <p>Reduction in post-harvest losses due to improved storage.</p> <p>Level of functionality and maintenance of warehouses</p>
	<p>Construction and rehabilitation of 16 cattle dips for livestock dipping by June 2031</p>	<p>Identify strategic locations for constructing and rehabilitating cattle dips based on livestock population and water availability.</p> <p>Local Government Authorities to allocate budget for the</p>	<p>Number of cattle dips constructed or rehabilitated.</p> <p>Number of livestock farmers benefiting from the cattle dips.</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>construction, rehabilitation, and maintenance of cattle dips.</p> <p>Engage local communities, livestock farmer groups, and authorities in planning and managing the cattle dips.</p>	<p>The percentage of cattle dips maintained and functional throughout the year.</p> <p>Improvement in livestock health and productivity due to livestock dipping</p>
	<p>Constructing and rehabilitating 154 charcoal dams for livestock water drinking by June 2031</p>	<p>Survey to identify locations where dams are needed or require rehabilitation.</p> <p>Prioritize areas with high livestock populations and water scarcity</p> <p>Local Government Authorities are to allocate funds, equipment, and skilled labor for construction and rehabilitation.</p> <p>Engage community participation and local authorities to support the work.</p> <p>Use appropriate engineering designs to ensure dams are durable and water-retentive.</p> <p>Incorporate erosion control and water conservation measures</p> <p>Train local communities on pond maintenance and sustainable water management</p> <p>Set up regular inspections to track progress, quality, and functionality of ponds</p>	<p>Number of water ponds constructed or rehabilitated</p> <p>Number of livestock benefiting from each dam</p> <p>Number of communities trained in pond maintenance.</p> <p>Percentage of ponds maintained in good condition after 12 months.</p>
	<p>The number of abattoirs are increased from 2 to 5 by June 2031</p>	<p>Construct new modern slaughterhouses in strategic livestock production areas.</p> <p>Upgrade existing traditional slaughter slabs to meet modern standards.</p>	<p>Number of modern slaughterhouses constructed and operational.</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Mobilize public–private partnerships (PPP) to finance and manage slaughterhouse facilities.</p> <p>Ensure compliance with veterinary, hygiene, and environmental standards.</p> <p>Build the capacity of staff on modern meat inspection, hygiene, and facility management</p>	<p>Number of slaughterhouses upgraded to modern standards.</p> <p>Volume of livestock processed through a modern slaughterhouse</p>
	<p>The number of livestock markets are increased from 25 to 30 by June 2031</p>	<p>Establish new livestock markets in strategic livestock-producing areas.</p> <p>Upgrade existing informal livestock markets to meet required standards.</p> <p>Improve market infrastructure such as fencing, loading ramps, water points, and offices.</p> <p>Strengthen collaboration with local authorities and private stakeholders in market development.</p> <p>Enhance market management and governance systems</p>	<p>Number of livestock markets constructed and operational.</p> <p>Number of livestock markets upgraded to standard level.</p> <p>Availability of essential infrastructure in livestock markets.</p> <p>Increase in livestock transactions conducted through formal markets.</p> <p>Revenue collected from livestock market operations.</p>
<p>G. Natural resources and environmental management improved.</p>	<p>Wildfire events reduced to 0% by June 2031</p>	<p>Strengthen community awareness and education on wildfire prevention, control, and environmental conservation.</p> <p>Establish and maintain firebreaks in forests, wildlife areas, grazing lands, and farms.</p> <p>Form, equip, and train community wildfire management and rapid response teams.</p>	<p>Number of wildfire incidents reported annually</p> <p>Percentage reduction in wildfire events (baseline to 0%)</p> <p>Area (hectares) affected by wildfires per year</p> <p>Number of firebreaks established and maintained</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Enforce environmental laws and by-laws related to bush burning and wildfire management.</p> <p>Promote alternative land preparation methods to reduce reliance on bush burning.</p> <p>Improve early warning, surveillance, and reporting systems for wildfire detection.</p> <p>Provide firefighting equipment and tools to relevant authorities and communities.</p> <p>Strengthen coordination among LGAs, forest officers, wildlife authorities, and local communities.</p>	<p>Number of community wildfire management teams formed and trained</p> <p>Number of awareness and sensitization campaigns conducted</p> <p>Response time to wildfire incidents</p> <p>Number of enforcement actions taken against illegal bush burning</p>
	<p>Modern beehives increased from 3,444 to 5,672 by June 2031</p>	<p>Promote the adoption of modern beehives through sensitization and demonstration to beekeepers.</p> <p>Facilitate access to affordable modern beehives through subsidies, grants, or revolving funds.</p> <p>Support local production and supply of quality modern beehives and beekeeping equipment.</p> <p>Strengthen beekeepers' groups and cooperatives to enhance collective procurement and management.</p> <p>Provide training on modern beekeeping practices, hive management, and honey harvesting.</p> <p>Improve extension and advisory services for beekeeping at community and LGA levels.</p>	<p>Number of modern beehives in use (increased from 3,444 to 5,672)</p> <p>Number of beekeepers adopting modern beehives</p> <p>Number of beekeepers trained on modern beekeeping practices</p> <p>Quantity of honey and beeswax produced (tons per year)</p> <p>Percentage increase in productivity per hive</p> <p>Number of beekeeping groups/cooperatives supported</p> <p>Number of extensions visits and advisory sessions conducted</p> <p>Income levels of beekeepers supported (%)</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Promote the establishment and conservation of apiary sites and forage resources.</p> <p>Strengthen monitoring and follow-up to ensure proper use and maintenance of modern beehives.</p>	
	<p>6 honey market collection points established in all LGAs by June 2031</p>	<p>Identify strategic locations in each LGA for market collection points based on honey production zones and accessibility.</p> <p>Construct or upgrade collection facilities with proper storage, weighing, and handling equipment to maintain honey quality.</p> <p>Collaborate with beekeepers, cooperatives, local authorities, and private sector partners in establishing and managing the collection points.</p> <p>Train collection point staff and beekeepers on proper honey handling, quality control, and record-keeping.</p> <p>Ensure facilities comply with national standards for honey storage, processing, and hygiene.</p> <p>Facilitate connections between collection points, processors, traders, and exporters to improve market access.</p> <p>Regularly supervise the operation of collection points to ensure proper use, maintenance, and sustainability.</p>	<p>Number of honey market collection points established (Target: 6)</p> <p>Number of beekeepers/groups using the collection points</p> <p>Volume of honey collected and stored per year (tons/year)</p> <p>Number of staff and beekeepers trained on honey handling and quality control</p> <p>Percentage of honey meeting national quality and hygiene standards</p> <p>Number of linkages created with processors, traders, and export markets</p> <p>Frequency of monitoring and maintenance visits conducted</p>
	<p>Processing and packaging of bee products improved in 130 wards by June 2031</p>	<p>Sensitize on the establishment of honey and beeswax processing and packaging facilities at the ward and community levels.</p>	<p>Number of wards with improved bee product processing and packaging facilities</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Facilitate access to modern processing, packaging, and storage equipment for bee products.</p> <p>Train beekeepers and processors on hygienic handling, processing, packaging, and value addition of bee products.</p> <p>Promote the formation and strengthening of beekeeping groups and cooperatives for collective processing and marketing.</p> <p>Support compliance with quality standards, grading, labeling, and certification requirements.</p> <p>Improve market linkages for processed and packaged bee products at local, national, and export levels.</p> <p>Facilitate access to finance, grants, and incentives for bee product processing enterprises.</p> <p>Strengthen extension, supervision, and follow-up support on processing and packaging activities</p>	<p>Number of processing and packaging units established or upgraded</p> <p>Number of beekeepers and processors trained on processing and packaging</p> <p>Volume of honey and beeswax processed and packaged (tons per year)</p> <p>Percentage of bee products meeting quality and safety standards</p> <p>Reduction in post-harvest losses of bee products (%)</p> <p>Number of beekeeping groups/cooperatives engaged in processing and packaging</p> <p>Increase in income from value-added bee products (%)</p>
	<p>The number of planted and survived trees increased from 24,251,679 to 69,251,679 by June 2031</p>	<p>Organize large-scale community, school, and institutional tree planting initiatives.</p> <p>Establish and support tree nurseries for quality seedlings.</p> <p>Ensure equitable distribution of seedlings to communities, farmers, and institutions.</p> <p>Promote planting of indigenous and climate-</p>	<p>Number of trees planted annually</p> <p>Number of trees survived after 1, 3, and 5 years</p> <p>Survival rate of planted trees (%)</p> <p>Number of nurseries established and functioning</p> <p>Hectares of land reforested or afforested</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>resilient tree species suitable for specific ecological zones.</p> <p>Mobilize local communities, farmer groups, schools, and youth organizations for planting and tree care.</p> <p>Train communities and local authorities on tree planting techniques, maintenance, and survival enhancement. Planning and implementation of participatory forest management.</p> <p>Implement regular follow-up, watering, pruning, and protection from grazing or fires to increase tree survival rates.</p> <p>Enforce regulations against illegal logging and encourage tree tenure rights.</p> <p>Promote partnerships with the private sector, NGOs, and development partners for funding and technical support.</p>	<p>Number of communities, schools, and institutions participating</p> <p>Number of training sessions conducted for tree planting and maintenance</p> <p>Reduction in deforestation and land degradation rates (%)</p>
	<p>Five hundred and ninety-six (596) Villages facilitated in the adoption of alternative sources of energy and efficient use of forest resources and their wastes by June 203</p>	<p>Conduct campaigns to educate communities on alternative energy sources (solar, biogas, natural gas, electricity, improved cookstoves) and efficient use of forest resources.</p> <p>Train villagers on sustainable harvesting, proper use of forest products, and converting forest waste into energy (e.g., briquettes, pellets).</p> <p>Facilitate access to improved cookstoves, solar systems, biogas plants, and other renewable energy solutions.</p> <p>Encourage agroforestry, controlled harvesting, tree</p>	<p>Number of villages adopting alternative energy sources and efficient forest use (Target: 596)</p> <p>Number of households using improved cookstoves, biogas, or solar energy</p> <p>Quantity of forest waste efficiently utilized for energy production (tons/year)</p> <p>Number of training and capacity-building sessions conducted</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>planting, and recycling of forest wastes.</p> <p>Support village committees and cooperatives to manage energy and forest resources effectively.</p> <p>Provide grants, subsidies, or microcredit for adoption of alternative energy technologies and sustainable forest use practices.</p> <p>Conduct regular supervision and technical support to ensure adoption and proper use of technologies and sustainable practices.</p>	<p>Number of village committees or cooperatives actively managing forest resources</p> <p>Percentage reduction in firewood and charcoal consumption for household energy</p> <p>Area of forests under sustainable management practices (hectares)</p>
	<p>Five hundred and ninety-six (596) Villages capacitated on management of natural resources by June 2031</p>	<p>Conduct community campaigns to educate villagers on sustainable natural resource management (forests, water, soil, and biodiversity).</p> <p>Provide technical training on soil conservation, water resource management, agroforestry, and biodiversity protection.</p> <p>Establish and empower village natural resource management committees to oversee sustainable practices.</p> <p>Encourage tree planting, controlled grazing, soil and water conservation techniques, and proper utilization of forest and water resources.</p> <p>Facilitate access to tools, equipment, and microfinance for implementing natural resource management practices.</p> <p>Conduct periodic monitoring visits to assess the adoption of natural resource management</p>	<p>Number of villages trained/capacitated on natural resource management (Target: 596)</p> <p>Number of village natural resource management committees established and functional</p> <p>Number of training sessions conducted for village communities</p> <p>Hectares of land under sustainable natural resource management practices</p> <p>Number of households adopting recommended natural resource management practices</p> <p>Reduction in illegal logging, overgrazing, and soil degradation (%)</p> <p>Number of monitoring and supervision visits conducted</p>

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>practices and provide technical guidance.</p> <p>Ensure communities are aware of relevant laws, bylaws, and regulations governing natural resources.</p>	
<p>I. Emergence preparedness and disaster management improved</p>	<p>130 Wards and 596 Villages Capacitated on agricultural disaster preparedness and management by June, 2031</p>	<p>Conduct community outreach to educate farmers and local leaders on agricultural risks and disaster preparedness.</p> <p>Train ward and village agricultural officers, farmer groups, and local committees on disaster risk assessment, early warning systems, and response planning.</p> <p>Implement meteorological and pest/disease monitoring systems to provide timely alerts.</p> <p>Support wards and villages to develop and adopt agricultural disaster preparedness and response plans.</p> <p>Facilitate access to emergency seeds, inputs, protective equipment, and storage facilities for disaster response.</p> <p>Promote collaboration between local government authorities, extension officers, farmers, and disaster management agencies.</p> <p>Conduct regular supervision and evaluation of disaster preparedness activities at ward and village levels.</p>	<p>Number of wards (130) and villages (596) capacitated on agricultural disaster preparedness</p> <p>Number of training sessions conducted for agricultural disaster management</p> <p>Number of disaster management plans developed and operational</p> <p>Percentage of households aware of agricultural disaster risks and mitigation measures</p> <p>Response time during agricultural emergencies</p> <p>Reduction in crop and livestock losses due to disasters (%)</p>

Strategic Objective	Targets	Strategies	Performance Indicators
	Environmental and social hazards reduced from 25% to 5% by June 2031	<p>Conduct regular assessments to identify environmental and social hazards at community and LGA levels.</p> <p>Sensitize communities on environmental protection, social risks, and sustainable practices.</p> <p>Involve local communities in hazard mitigation measures such as reforestation, waste management, and safe construction practices.</p>	<p>Percentage of environmental and social hazards reduced (Target: from 25% to 5%)</p> <p>Number of hazard assessments conducted annually</p> <p>Number of awareness campaigns conducted on environmental and social risks</p> <p>Number of communities participating in hazard mitigation activities</p>

4.5.4 Result Area: Infrastructure Section

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Good Governance and Managerial Services enhanced	Working environment for 8 staffs in Infrastructure Sector section improved by June, 2031	To provide employment benefits to all staffs in infrastructure sector section	<p>Availability of office facilities.</p> <p>Number of staff given their statutory payments.</p> <p>Availability Transport facility.</p> <p>Number of staff attending short and long-term training.</p>
		To provide and maintain working tools to all staffs in Infrastructure Sector section	<p>Availability of Office Stationaries.</p> <p>Each staffs to have working computer.</p> <p>Availability of working Printer and scanner.</p> <p>All staffs to have engineering tools</p>

Strategic Objectives	Targets	Strategies	Performance Indicators
			such as measuring tape
		To facilitate communication service to all staffs in Infrastructure Sector	Availability of communication service to all staffs
		To facilitate all staffs in Infrastructure Sector to attend Ministerial, Sectoral and Regional Meetings	All staffs to attend every necessary capacity building meetings
F: Socio - Economic infrastructures improved	Advisory Services in Regional Sectoral Ministries Strengthened by June, 2031	Enhance capacity building through annual meeting to all infrastructure professionals from 6 LGAs	Annual meeting are conducted
		Conduct advisory services in Regional Transport and Communication Sectors (TANROADS, TARURA and TTCL)	Improvement of Transport and Communication Services in the region
		Conduct advisory services in Regional Water and Sanitary Sectors (SHUWASA, KUWASA, KASHWASA and RUWASA)	Improvement of Water and Sanitary Services in the region
		Conduct advisory services in Regional Energy Sectors (TANESCO).	Improvement of Energy Services in the region
		To provide Secretarial Services to Regional Road Board.	Regional Road Board meetings are conducted
	Physical engineering advisory service in RS and 6 LGAs strengthened by June, 2031	Support 6 LGAs in designing and planning civil works	Number of seedlings produced
		Prepare designs and BOQs for projects implemented by RS	Designs and BOQ for all projects are prepared
		Conduct supportive supervision of construction projects in RS and 6 LGAs	Proper implementation of construction projects
		Conduct monitoring and evaluation for maintenance	proper implementation of

Strategic Objectives	Targets	Strategies	Performance Indicators
		and rehabilitation of RS buildings (Offices and Residential Houses) in 3 Districts	maintenance and rehabilitation works

4.5.5 Result Area: Education Section

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	6,044 teachers of primary education department trained on HIV/AIDS prevention by 2030	Solicit funds for training primary education staff on HIV/AIDS infections Train primary education staff on HIV/AIDS infections	Number of teachers trained
	2616 teachers and 30,000 students of secondary education department trained on HIV/AIDS prevention by 2030.	Raise funds for training teachers and students on HIV/AIDS infections. Train teachers and students on HIV/AIDS infections.	Number of teachers and students trained.
B. National Anti-Corruption Strategy and Action Plan enhanced and sustained	6044 primary education staff trained on the effect of grand and petty corruption by 2030	Solicit funds for training Train staff on grand and petty corruption	Number of teachers trained
	2,616 teachers and 30,000 students of secondary education department trained on the effect of grand and petty corruption by 2030.	Raise funds for training Train teachers and students on grand and petty corruption Sensitize existing corruption clubs in schools	Number of teachers and students trained
C. Access to Quality and Equitable Social Services Delivery Improved	Pass rate in standard IV and VII to all 711 primary schools increased from 88 % to 95% (standard IV) and from 79 % to 90% (standard VII) by 2027	Prepare pupils well for the assessment and examination Teach pupils up to completion of the syllabus	Increase of pass rate in standard IV and VII
	Completion rate in primary schools raised from 50% to 75% by the year 2027	Use by laws Provide motivation to pupils and Teachers Improve leaning environment	Percentage of completion rate
	100% Net Enrolment rate in primary schools maintained by 2030	Use by laws Conduct census to school age going children	Percentage of completion rate
	280 science teachers employed by 2030.	Request permit from central Government.	Number of Science and

Strategic Objectives	Targets	Strategies	Performance Indicators
			mathematics employed.
	Form two National examinations Assessment are supervised annually by 2030	Close supervision. Motivate teachers and students	Number of passed students increased
	The public school had shortage of 390 classrooms, 126 libraries, 2,654 teachers' houses, 37,950 set of chairs and table, 83 laboratories and 92 dormitories.	Mobilize community. Raise fund. Construction of infrastructures.	Number of infrastructures constructed and furniture made.
	Pass rate increased to from 80% to 85% for 'O level' by 2030.	Increase teaching and learning materials. Close supervision. Motivate Teachers and students.	Number of passed students increased.
	Pass rate increased from 99 % to 100% for 'A level' by 2030.	Increase Teaching and learning materials. Close supervision. Motivate teachers and students.	Number of passed students increased
	10 advanced secondary boarding schools established by 2030.	Mobilize community. Raise fund. Construction of infrastructures.	Number of infrastructures constructed.
	01 secondary school for Boys boarding school established by 2030	Mobilize community. Raise fund. Construction of infrastructures.	Number of infrastructures constructed.
	20 secondary schools installed electricity by 2030	Raise fund. Install electricity.	Number of schools installed electricity.
	20,000 students from 208 secondary schools introduced ICT knowledge	Raise fund. Train ICT teachers. Procure and install ICP equipment.	Number of students and teacher have ICT knowledge
	Enrolment rate of form one students increased from 92 % to 100% by 2030	Use by laws Provide motivation to students and parents	Percentage of Students enrolled
	Statutory rights are supplied to 1,600 secondary school teachers by 2030	Review claims Supply statutory rights	Number of teachers received statutory rights
D. Quality and Quantity of Socio-Economic	8,240 semi-finished pit latrines completed by 2030.	Mobilize community Construct semi-finished pit latrines.	Number of pit latrines constructed.

Strategic Objectives	Targets	Strategies	Performance Indicators
Services and Infrastructure Increased	16,246 New pit latrines constructed by 2030.	Mobilize community. Raise fund for construction. Construct new pit latrines	Number of pit latrines constructed.
	3653 New classrooms in Primary Schools constructed by 2030.	Mobilize community. Raise fund for construction. Construct new classrooms.	Number of classrooms constructed.
	4,534 New teachers house constructed by 2030	Mobilize community. Raise fund for construction Construct new teacher's houses.	Number of teacher houses constructed
	103 New primary schools constructed by 2030.	Mobilize community. Raise fund. Construction of infrastructures.	Number of new schools constructed
	140 primary schools installed with electricity by 2030	Raise fund. Install electricity.	Number of schools installed electricity.
	100,000 pupils from 711 schools trained ICT knowledge by 2030	Raise fund. Train pupils. Procure and install ICT equipment.	Number of pupils trained ICT knowledge
	49,309 primary school desks procured by 2030	Raise fund for procure Procure desks	Number of desks procured
	711 primary schools supervised annually by 2030	Request fund from central government Provide their benefits	Number of schools visited
	1000 school teachers and 40 officers from head office got fringe benefits by 2030	Request fund from central government Provide their benefits	Number of teachers and officers benefited
	711 primary school participated UMITASHUMTA games by 2030	Request fund from central government Train teams Participate in all levels	Number of students and teachers participated
	Conducive working environment to 50 staff (officers) by 2030.	Request fund from central government. Procure furniture	Office furniture procured
	103 Semi-finished classrooms and new classrooms constructed by 2030.	Mobilize community. Raise fund for construction. Construct semi-finished and new classrooms.	Number of classrooms constructed.
	Develop Educational and Health services programs to six LGAs by June 2030	Advisory services to 6 LGAs on culture, youths and sports activities strengthen by June 2030	Level of community participation in sports, youths and Cultural activities
	E: Social and economic	Percentage of net enrolment increased from 95 % to 99% in primary	Increase teaching and learning materials. Close supervision.

Strategic Objectives	Targets	Strategies	Performance Indicators
services improved	school and 92% to 100% in secondary schools by March 2030.	Motivate Teachers and students.	
	Quality of teaching improved by June 2030	Increase teaching and learning materials. Close supervision. Motivate Teachers and students.	Percentage of pass rate in primary and secondary schools.
	Teaching and learning materials increased by 85% by June 2030	Raise fund to Procure Teaching and learning materials	Availability of teaching and learning materials
	Secondary schools pass rate increased from 79% to 85% by 2030	Increase teaching and learning materials. Close supervision. Motivate Teachers and students	Percentage of pass rate increased in primary schools.
F: Socio-economic infrastructure improved	Develop educational plans for improving school infrastructures by June 2030	. Mobilize community. Raise fund for construction. Construct semi-finished and new classrooms.	Number of Advanced Level schools increased from 8 to 20 by June 2030

4.5.6 Result Area: Local Government Section

C. Good Government and managerial services enhanced	Budget implementation activities in 6 LGAs are reviewed 4 times annually by June 2031	To conduct review of budget implementation activities in 6 LGAs 4 times annually	Number of seminars provided
		To conduct follow ups on budget implementation activities in 6 LGAs 4 times annual	Follow up reports
		To monitor and verify implementation of the budget	Monitoring reports
	Financial statement for all 6 LGAs are submitted to CAG by June 2031	Ensure financial statement for 6LGAs	financial statement document
		Review financial statement for 6LGAs	financial statement review reports
		Monitor preparedness of financial statement	Monitoring reports
		Ensure edit queries are reduced	Number of queries solved

4.5.7 Result Area: Health department

Strategic Objective	Targets	Strategies	Performance Indicators
A. Service improved and HIV/AIDS infections reduced.	Reduce HIV positivity rate from 1.4% to 0.5% by June 2031	Allocate funds and conduct community advocacy and awareness meetings on HIV/AIDS prevention	HIV positivity rate among people tested
B. National Anti-Corruption Strategy and Action Plan enhanced and sustained	Train 76 RS staff on the effects of grand and petty corruption by June 2031	Mobilize funds and conduct training on prevention of grand and petty corruption	Number of staff trained
C. Good Governance and Managerial Services enhanced.	Establish functional health advisory boards in all six councils by June 2031	Allocate funds for quarterly health advisory board meetings	Number of meetings conducted
	Conduct medicine audits in 323 health facilities by June 2031	Allocate funds for quarterly medicine audits in all councils	Number of health facilities with medicine audits conducted
D. Social services improved.	Reduce maternal deaths from 17 in 2025 to 5 by June 2031	Strengthening Reproductive and maternal care services at RCH section	Number of Maternal death
	Reduce under-five deaths from 653 in 2025 to 145 by June 2031	Strengthen training, recruitment, and retention of healthcare providers	Number of trained healthcare providers
	Increase availability of medicines, medical supplies, and reagents from 86% in 2025 to 100% by June 2031	Allocate adequate funds for procurement of medicines and medical supplies	Percentage availability of medicines and medical supplies
	Implement a standardized oral health curriculum in 10 local schools, reaching over 2,000 children by 2031	Allocate budget on school based oral health education	Number of children reached

	Increase vaccination to under five children coverage from 88% in 2025 to 100% by June 2031	Strengthen immunization services, outreach programs, and public awareness on vaccination	Percentage of children fully vaccinated
	Reduce malaria positivity rate from 9.6% in 2025 to 1.5% by June 2031	Promote use of insecticide-treated nets (ITNs), indoor residual spraying (IRS), and larval source management	Malaria prevalence rate
	Reduce prevalence of acute respiratory diseases from 46.5% to 5% by June 2031	Strengthen public health promotion, primary healthcare services, hospital care, and enforcement of occupational safety laws	Prevalence of acute respiratory diseases
	Reduce prevalence of Diabetes Mellitus from 2% to 1% by June 2031	Promote healthy lifestyles, early diagnosis, effective disease management, and community education on diabetes prevention	Diabetes prevalence rate
	Reduce shortage of skilled and mixed human resources for health from 25% to 10% by June 2031	Create more positions, improve remuneration, and strengthen retention mechanisms	Number of skilled and mixed health workers employed
F. Socio – Economic infrastructures improved	Increase council hospitals from 8 in 2025 to 14 by June 2031	Allocate funds for construction of council hospitals	Number of council hospitals constructed
	Construct of health centers from 38 in 2025 to 70 wards by June 2031	Allocate funds for construction of health centers	Number of health centers constructed

	Construct of 123 dispensaries from 277 in 2025 to 400 by June 2031	Allocate funds for construction of dispensaries	Number of dispensaries constructed
	Construct of 147 Health Workers' houses from 203 in 2025 to 350 by June 2031	Mobilize community contributions and integrate housing into the Comprehensive Council Health Plan (CCHP)	Number of health workers' houses constructed
	Improve quality of staff housing from 98% by June 2031	Allocate funds for minor repairs and maintenance of staff houses	Number of staff houses renovated
H. Social Welfare Services Improved	Increase number of One-Stop Centers from 5 in 2025 to 14 by June 2031	Allocate funds for establishment of One-Stop Centers	Number of One-Stop Centers established
	Reduce abuse and neglect among elder persons, women, and girls from 20% in 2025 to 2.5% by June 2031	Provide community education and awareness on social welfare services	Percentage reduction in reported abuse and neglect cases
	Increase enrollment of 500,000 citizens in Universal Health Insurance coverage by June 2031	Sensitize communities through public meetings on benefits of UHI membership	Number of CHF members enrolled
I. Emergency and Disaster Management Improved	Increase availability of emergency and disaster management equipment by 95% by June 2031	Procure emergency and disaster management equipment	Number of emergency and disaster management equipment available
	Increase proportion of healthcare providers trained in emergency and disaster management to 95% by June 2031	Allocate funds and conduct training programs	Number of healthcare providers trained
K. Strengthening of Nutrition Services	Facilitate quarterly nutrition committee meetings in four councils by June 2031	Allocate funds for nutrition programs	Number of nutrition committee meetings conducted

	Reduce malnutrition and stunting rate from 0.4% to 0% by June 2031	Conduct supervision, data quality assessments, community awareness, nutritional assessments, supplementation, and training	Malnutrition prevalence rate
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4.5.8 Result Area: Finance and Trade

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Good Governance and Managerial Services enhanced.	Final Accounts report prepared on timely basis in accurate form ensured by June 2031	Prepare Monthly and Quarterly trial balances Train finance staff on IPSAS and other financial standards	Number of monthly and quarterly Trial balances timely prepared
	Quarterly verification visit in DC's Of conducted by June, 2031	Create a comprehensive checklist of items to be reviewed during the visit, covering compliance, performance, and operational practices, Collect data and documentation beforehand,	Number of Visits Conducted, Completeness and accuracy of the reports, Number of corrective actions or recommendations implemented by the DC offices post-verification

4.5.9 Result Area: Legal Unit

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Good Government and managerial services enhanced	Advisory services in legal services in RS and 6 LGAs are strengthened by June 2031	Advisory services in legal services in RS and 6 LGAs are liaison with PMO-RALG	Number of legal cases solved.
		Prepare and review various legal instruments	Number of documentation
		To facilitate 4 staff in legal service unit to attend ministerial, sectoral and inter-regional meetings	Number of Seminar reports submitted.

		To conduct quarterly judiciary board meeting	Number of Meetings with their summary documents
		Attend official professional seminars	Number of Seminar reports submitted.

4.5.10 Result Area: Information Communication Technology and Public Relations

Strategic Objectives	Targets	Strategies	Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Coordinate production and dissemination of information and documents such as brochures, articles and newsletters to inform the public on activities undertaken by the RS by June 2031.	<p>Clearly outline what you aim to achieve with the information dissemination (e.g., increase public awareness, drive engagement).</p> <p>Develop a content calendar that outlines the topics, types of content, and publication schedules.</p> <p>Disseminate information through multiple channels, including social media, email, website, and community events to reach diverse audiences.</p>	<p>Average time taken to create and produce brochures, articles, and newsletters from inception to distribution.</p> <p>Number of channels used for information dissemination (e.g., social media, email, community events) and their effectiveness in reaching the audience.</p>
	Conducive working environment to 2 planning department staffs provided by 2031	Provide employee's rights and benefits to planning department staff.	Number of staffs with conducive working environment
	Mobilize and coordinate mass media to communicate to stakeholders and the general public on regional undertakings and strategies by June 2031.	<p>Create a plan that incorporates various forms of media (TV, radio, print, social media) to maximize reach and impact.</p> <p>Provide regular updates on ongoing initiatives and strategies to keep stakeholders informed and engaged.</p> <p>Organize events where community members can learn about regional</p>	<p>Percentage of stakeholders and the general public indicating familiarity with regional initiatives.</p> <p>Percentage of communications that solicit and receive feedback from the audience.</p>

Strategic Objectives	Targets	Strategies	Performance Indicators
		initiatives and provide feedback.	

4.5.11 Result Area: Procurement Management Unit

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Good Governance and Managerial Services enhanced	Working environment for 3 Procurement Staffs improved from 60% to 100% by June 2031	Solicit funds for improving Working environment for 3 Procurement Staffs	Number of staff with improved working environment
	Procurement of goods and services in 8 sections, 5 units of RS and 3 DC's Offices managed effectively by June, 2031	<p>Establish criteria for evaluating suppliers (cost, quality, reliability).</p> <p>Conduct research to identify potential suppliers.</p> <p>Assign budget limits for each procurement cycle.</p> <p>Develop clear contracts outlining terms, conditions, and performance metrics.</p>	<p>Percentage of suppliers delivering goods/services on or before deadlines.</p> <p>Average time taken from order placement to receipt of goods/services.</p> <p>Average duration taken to finalize contracts with suppliers.</p>
	At least 5 Tender Board meetings held annually by June 2031	Mobilize funds and Office consumer bles, Prepare contracts	Number of Tender Board meetings held
	Develop and implement one annual procurement plan for the Regional Secretariat by 2031	<p>Create a comprehensive document outlining procurement objectives, timelines, budgets, and methods for each item.</p> <p>Engage all departments and units to gather data on their procurement</p>	<p>Percentage of procurement activities completed on or before the planned timeline.</p> <p>Average time taken from planning to</p>

		<p>needs for the upcoming year</p> <p>Include representatives from each department to foster collaboration and communication throughout the planning process.</p> <p>Identify potential suppliers, market conditions, and price trends to inform decision-making.</p> <p>Develop a detailed budget that aligns with the predicted procurement needs and available resources.</p>	<p>completion of procurement processes.</p> <p>Percentage of procured goods/services that meet quality specifications set in the procurement plan.</p> <p>Percentage of suppliers who meet agreed quality and delivery standards.</p>
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4.5.12 Internal Audit Unit

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Good Governance and Managerial Services enhanced	7 Internal Audit Unit staff observe financial rules and regulations in authorizing funds by 2031	<p>Ensure that all procedures For payment is maintained,</p> <p>All contracted works are paid as per certified work, All payment is only made after the verification of coding unit.</p> <p>staff adhere with financial procedures rules and regulations use by laws</p>	Number of departments staff observing financial rules and regulations
	100 projects documents required for auditing submitted timely by 2031.	<p>Establish audit plan</p> <p>Conduct Monitoring and Evaluation Reporting</p>	Number of projects documents submitted timely
	Risk Management policy prepared and reviewed by June 2031.	<p>Analyze the document</p> <p>Present recommendations</p>	Approved and reviewed risk management policy document
	Clean council's audit report maintained and obtained in 5 years consecutively by 2031.	<p>Strengthen Pre-audit and internal audit units</p> <p>Promote close supervisions and</p>	Number of Un-qualified opinion obtained from Controller and

	Adherence of Local Government Financial Memorandum. Close supervisions to projects (Value for Money)	Auditor General in five financial year consecutively
Reduce audit queries from 37 to 0 by 2031.	Strengthen Pre-audit and internal audit units Promote close supervisions and Adherence of Local Government Financial Memorandum.	Number of audit queries
Value for money is achieved in project Implementation annually by June 2031.	Conduct auditing, Facilitate Audit Committee conduct project Inspection.	Number of projects audited
3 Internal Audit unit staff trained on audit and compliance procedures by June 2031	Fund allocation	Number of staff trained
20 Internal audit Quarterly reports submitted and recommendations implemented by June 2031	Conduct audit Follow up Train	Internal audit report submitted and recommendation implemented
5 PPRA audit reports recommendations implemented by June 2031	Follow up	PPRA audit report recommendation implemented
Audit Committee empowered to execute its functions by June 2031	Conduct meetings of Audit committee Train audit committee member	Audit committee empowered.

CHAPTER FIVE

5.0 IMPLEMENTATION, MONITORING, EVALUATION, REVIEW, FRAMEWORKS, ASSUMPTIONS AND RISK MANAGEMENT

5.1 Overview

This chapter outlines the implementation, monitoring and evaluation (M&E) of the Strategic Plan. It also features review framework and assumptions that should be taken care for sustainability of the intended impacts. It presents a review mechanism to monitor the progress and appraise outcomes compared to the original objectives, targets and expected results.

5.2 Implementation

The Regional Administrative Secretary (RAS), who is the Accounting Officer of the Region, shall be responsible and accountable for the implementation of this Strategic Plan. The RAS, with the support of the Region Management Team, shall regularly provide report on implementation of the plan and overall performance. Since the Rolling Strategic Plan cuts across all Sections and Units, it is advisable that a Planning and Coordination Section will coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Section and Units shall be responsible for the day to day implementation of the Strategic Plan with the support of stakeholders from within and outside the Region. The plan of implementation will provide the following information:

- 1) Activities and sub-activities for each of the outputs;
- 2) Milestones (targets) for the activities;
- 3) Time frame (the dates within which the activities are to be accomplished)
- 4) Duration of implementing each activity;
- 5) Responsible (a person in-charge of each activity);
- 6) Quantification of inputs; and
- 7) Cost implications.

5.3 Monitoring

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Assistance Administrative Secretary- Planning and Coordination. The aim is to ensure that the progress reports presented are adequately informative, precise and therefore credible. There shall be one internal review meeting which will be conducted annually, bringing together the representative of all internal stakeholders to review the strategic plan

implementation process. Once in two years, these meetings will also involve external stakeholders. These meetings together with the discussions in various committees will provide opportunities to enhance awareness and ownership of the strategic plan. Process and Instruments for Monitoring Performance of the Strategic Plan include: monthly progress report, quarterly progress report, annual progress reports, annual performance assessment, performance agreements and individual staff appraisal.

Monitoring reports at all levels will comprise a narrative Strategic Plan implementation report prepared every six months; contents of the narrative report will include but not be limited to:

- 1) An extract of the respective SP showing in summary form the approved Strategic Objectives, Targets and Strategies.
- 2) An approved Operational Plan for the year under reporting.
- 3) Achievements in terms of actual outputs *vs* the planned activities and outputs in the operational plan. Achievements should reflect both the qualitative and quantitative achievements.
- 4) Constraints in the implementation of the Strategic Plan and any internal and external factors which affected implementation.
- 5) Proposed remedial actions and the way forward for solving the problems faced, indicating clearly the planned activities to be carried out in the next period (six months, or one year depending on the nature of the report).

Table 5.1 Example of Quarterly progress report matrix on strategic plan implementation

SN	STRATEGIC OBJECTIVE	TARGET	PLANNED ACTIVITIES	BUDGETED FUND	ACTUAL FUND SPENT	Remarks-explaining any variance between the expected and actual situation and recommendations
1	A	1	1			
			2			
		2	1			
			2			

5.4.1 Evaluation

In order to assess the plan performance, there shall be annual plan evaluation exercises for the entire plan period. Match activity funding with plan implementation, evaluation and review it is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are interim evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation is to be carried at the end of the planned period using external evaluators with the assistance from internal evaluators.

The internal and external evaluations will have similar Terms of Reference that aim at;

- 1) Weighing the reasons for the success or failure of specific aspects of the Strategic Plan,
- 2) Assessing whether the Strategic Plan is achieving its objectives,
- 3) Finding out whether the effects of the Strategic Plan are contributing to a better fulfilment of the Mission and Vision
- 4) Establishing whether Region mobilize and utilize adequate resources to achieve the targets

The evaluation reports will be discussed at all levels at the biannual progress meetings. The recommendations adopted will be implemented and included in the revised Strategic Plan. It should be noted that in both monitoring and evaluation ownership and participation of the stakeholders will be highlighted in order to improve the future plans.

5.5 Linking Individual Staff Performance with the Strategic Plan

It is envisaged that the efforts of each and every individual staff shall be contributing to realize the vision, mission, strategic objectives, targets and strategies of the Strategic Plan. This is achieved through the annual planning exercise and use of performance agreements. The annual performance agreements shall be improved to provide this linkage.

The instruments for performance appraisal have been improved to accommodate the results orientation introduced in this strategic plan. Individual staff shall agree with their Heads of Service Areas (Section and Units) on their performance targets. Individual performance plan shall be directly linked to the annual targets set out in the council plan or to the strategies which are employed to each target. Specific activities for implementation of the targets shall be determined and agreed during annual planning exercises. Performance Indicators, respective targets and means of verifications shall also be set during these annual exercises and shall form part of the performance agreements.

5.6 Review

Plan review is important in order to remain focused in realizing the core missions, strategic objectives, targets and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, plan reviews are meant to be responsive to the shortcomings in the course of plan implementation. There shall be minor plan reviews annually, medium plan reviews after one and half years and a major Plan review after four years

5.7 Assumptions

The main assumptions of the 2025/26 - 2030/31 Strategic Plan for Shinyanga Region are as follows:

- 1) Adequate financial controls and procurement processes resulting in efficiency, effective and compliance to legislation
- 2) Adequate human capital management including attraction, retention, development and succession planning
- 3) Adequate performance management and measurement systems resulting into achievement of established annual targets
- 4) Adherence of the service providers and other stakeholders to adhere to legislations and regulations.
- 5) Absence of political interference that involve infringement of the mandate.
- 6) Existence of stable and harmonious relationship between the Region and other key stakeholders.
- 7) Existence of social, political and economic stability in the country.
- 8) Planned expenditures and revenues are based on the actual figures of each financial year.
- 9) New sources of revenues are approved and become operational in each financial year.
- 10) Personnel expenses and subvention from the central government are expected to increase over the life time of this Plan.
- 11) Effective internal arrangement and mechanisms for the implementation of the Plan
- 12) Working tools of the different types and other capital expenditures are expected to be purchased. The successful implementation of this Strategic Plan requires effective mobilization of sufficient financial and non-financial resources.
- 13) Continued conducive political and socio-economic environment
- 14) Continued willingness of stakeholders to support and respond effectively to the needs of customers and community at large in implementing the strategic plan
- 15) Timely disbursement of fund from the central government and other development partners.
- 16) Continued provision of technical support, policies, guidelines and financial support from the central government
- 17) Continues stability and improved economic growth of the country
- 18) Continued good leadership at the National level
- 19) The envisaged strategic outcomes reflect the anticipated developments; and
- 20) Positive responses of stakeholders to environmental conservation.

5.8 Risks Management

Both internal and external events and scenarios that can inhibit the Region's ability to achieve its strategic objectives represent strategic risks, which are the focus of strategic risk management.

Strategic risk management can be defined as the process of identifying, assessing and managing the risks associated with the organization’s business strategy.

As part of its risk management activities, the Region shall conduct annual review of risk factors that may have an impact on its ability to achieve strategic outcomes. Risk factors change over time as a result of changes in different factors such as changing economic, social, political, technological and other conditions that directly impact the operations.

A systematic approach to managing risks throughout the whole organization’s plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. Working in achieving its objectives in a rapidly changing world, the Region needs an integrated organization-wide approach to manage uncertainty.

However, adopting such an organization-wide approach to risk management is a continuous, proactive and systematic process to managing risk implies a significant change in management culture at all levels. Risk management requires a clear delineation of roles based on existing hierarchy, responsibilities and areas of work. It has to be understood as a collective responsibility the anticipation and management of risk has to become everyone’s concern. It presupposes the strengthening of existing analysis, management and communication capacities and calls for the need to set up and implement preventive, mitigation and reactive plans. Systematic management of risk at all levels of the Region and at each stage of programming will improve planning efficiency and service delivery, and will allow better and more reliable decision-making. Risk management therefore will form an integral part of strategic plan implementation and results-based management

Table 5.2: Risk Description and Mitigation Measures

SN	Risk Description	Mitigation Measures
1	Unavailability of adequate financial resources to support implementation of set targets and strategies	Institute effective and efficient revenue collection system and effective control mechanisms over expenditures
2	Inadequate financial controls and procurement processes resulting in inefficiency and possibility of fraud and non-compliance to legislation	<ul style="list-style-type: none"> - Establish adequate financial controls - Apply appropriate procurement processes - Periodic examination of financial controls and procurement processes

SN	Risk Description	Mitigation Measures
3	Inadequate human capital management including attraction, retention, development and succession planning	<ul style="list-style-type: none"> - Improve reward system - Improve recruitment processes - Undertake TNA and set budgets for the implementation of staff development plan
4	Inadequate performance management and measurement systems resulting in failure to achieve established annual targets	<ul style="list-style-type: none"> - Translation of strategic plan targets into annual plans and budgets - Period comparison of actual performance with the planned targets - Establishment of comprehensive performance management system
5	Failure of the service providers to adhere to set legislations, regulations and laws such that quality services and goods are compromised.	<ul style="list-style-type: none"> - Periodic inspection to ensure adherence to prescribed standards and legislations - Taking appropriate actions to prevent violation of regulations - Sensitization of service providers and users on requirements of the set legislations, regulations and laws
6	Inappropriate external audit report resulting in reputational risk	<ul style="list-style-type: none"> - Effective internal audits - Implementation of internal and external audit recommendations
7	Inadequate collaboration between the Region and the key stakeholders	<ul style="list-style-type: none"> - Sensitization of the key stakeholders - Strengthening collaboration mechanisms and working relationship
8	Economic instability which involve direct impact on day to day operations leading into shortage and delay disbursement of funds	<ul style="list-style-type: none"> - Establishment of the diversified sources of funds - Consideration of all micro and macro-economic factors in annual plans and budgets
9	Land use conflict	Implementation and preparation of land use plan

Annex I: THE PROPOSED FUNCTIONS AND ORGANIZATION STRUCTURE FOR REGIONAL SECRETARIAT

(Approved by the President 29th March, 2025)

