



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

**MBEYA CITY COUNCIL**



**FIVE YEARS STRATEGIC PLAN**  
**2025/26 – 2029/30**



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# Statement of the Hon. Mayor

The Strategic Plan for Mbeya City Council sets out the direction and scope of our Mandate including the Vision, Mission, Core Values, Objectives and performance targets for the period commencing from July 2025. The plan highlights the key performance indicators and strategies to achieve the Vision of the Council. The preparation of this strategic plan has followed a well-established collective and participatory process involving senior management, employees, and a range of stakeholders representing the wider community. Review of the previous Strategic Plan (2019/2020 to 2023/2024) revealed that Mbeya City Council attained several impressive achievements, a factor that gives me pleasure and hope to present the Strategic Plan for Mbeya City Council for the next five years starting from 2025/2026 to 2029/2030. I would like to acknowledge the effort and commitment shown by Mr. John J. Nchimbi, the City Director, all Heads of Divisions/Units and stakeholders including the Councilors, Community, NGOs, CSOs, FBPs and other development partners for their valuable contributions in the preparation of this strategic plan. Their contributions are highly appreciated.

This Strategic Plan has been prepared in line with the international and national agreed agenda, Council's core functions, and sustainable development goals (SDGs), the CCM Election Manifesto 2020, the Tanzania National Vision 2025, the Third Five Year Development Plan (FYDP III) and the April 22, 2021, Presidential speech. The Plan also takes into perspective sectorial policies and other relevant documents. The plan acknowledges the importance of human resources for its effective implementation, and hence intends to ensure adequate provision for capacity building to management and staff and create a conducive working environment for the staff. The Council has recruited and continues to recruit highly qualified and experienced staff to ensure the implementation of the actions and achievement of targets set out in this Plan.

I request all Mbeya City Council staff to put maximum commitment in discharging their responsibilities in the implementation of the plan for the benefit of our community and Country as whole. The Council will continue to count on the support and cooperation of all key stakeholders including local and international investors, President's Office, Regional Administration and Local Government (PO-RALG); Ministries, Department and Agencies (MDAs); Development Partners (DPs); Non-Governmental Organizations (NGOs); Community Based Organizations (CBOs) and Faith Based Organizations (FBOs); Financial Institutions and the Community at large in implementing the actions and achievement of objectives and targets enumerated in this Strategic Plan.



Dormohamed Issa Rahmat

**Lord Mayor**

**CITY MAYOR  
MBEYA CITY COUNCIL  
MBEYA**



# Statement of the City Director

This Five Year Strategic Plan (2025/2026 to 2029/2030) for Mbeya City Council aims at enabling the Council to comprehensively and effectively fulfil the tasks assigned to it under the Act for its establishment and registration. I take this opportunity to thank the Hon. Mr. Dormohamed Issa Rahmat, the City Mayor; Hon. Councilors, all Heads of Divisions/Units, Political representatives, CMT, Financial Institutions, CBOs, FBOs, NGOs, DCC, WDCs, WYD and other stakeholders for their support throughout the preparation of this Strategic Plan. I would also like to thank the Consulting Support Team that facilitated the process of the preparation of this valuable document for their input and dedication.

This Strategic Plan is in line with the Council's mandate and core functions, guided by national strategies including Tanzania Vision 2025, the Five-year Development Plan, sectoral policies, just to mention few; and the global Sustainable Development Goals (SDGs). The Strategic Plan provides a framework for improved service delivery in the Council by continuing to optimize performance-based management in implementation of the outlined projects and activities in the Plan with clear objectives, targets, and key performance indicators.

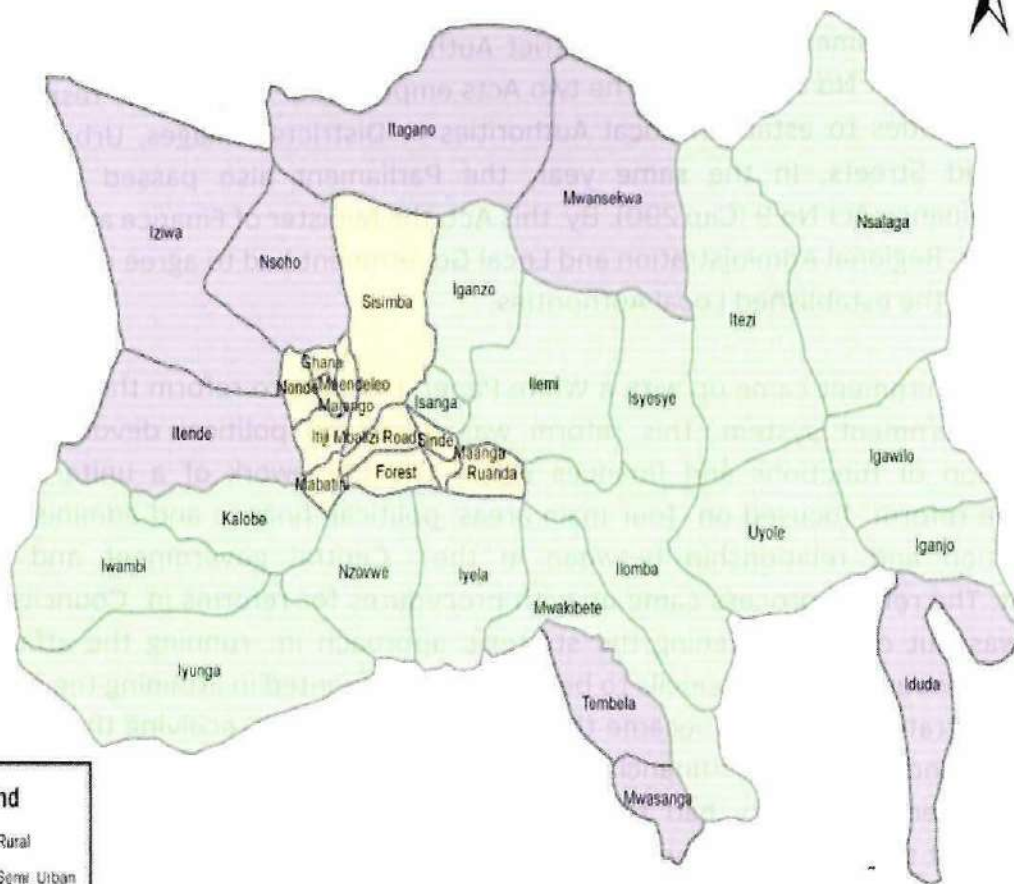
Thus, success in the implementation of the Strategic Plan will largely depend on several key factors, including: effective leadership, adequate technical and institutional capacity, well prioritized projects, reliable and adequate resources throughout the implementation process, the right mindset, readiness to change and effective communication strategies.

I call upon all stakeholders and other development partners to fully participate in the implementation of this Strategic Plan to enable Mbeya City Council to improve service delivery to all residents, investors, visitors and stakeholders of Mbeya City, and thus realize its vision, mission, and mandate.


John J. Nchimbi  
City Director

# MBEYA CITY: WARD ADMINISTRATIVE BOUNDARY



## Legend

- Rural
- Semi\_Urban
- Urban

0 2 4 8 12 Kilometers

MBEYA CITY  
DIRECTORATE  
OF LOCAL GOVERNMENT



## Executive Summary

Mbeya City Council structure is enshrined in the Act of Parliament Number 19 of 1997. In 1982 the Union Parliament passed the District Authorities Act No 7 (Cap 287) and the Urban Authorities Act No 8 (Cap 288). The two Acts empowered the Minister responsible for Local Authorities to establish Local Authorities in Districts, Villages, Urban Areas, Townships and Streets. In the same year, the Parliament also passed the Local Government Finance Act No 9 (Cap 290). By this Act, the Minister of Finance and Minister responsible for Regional Administration and Local Government had to agree on the levels of assistance to the established Local Authorities.

In 1998, the Government came up with a White Paper intended to reform the running of the Local Government system. This reform was based on political devolution and decentralization of functions and finances within the framework of a unitary state. Originally the reform focused on four main areas: political, finance and administrative decentralization and relationship between in the Central government and local government. The reform process came up with procedures for reforms in Councils. The emphasis was put on strengthening the strategic approach in running the affairs of Councils and encouraging the Councils to be more result oriented in attaining the desired goals. Hence, strategic planning became the key prerequisite for receiving the central government's funding and other financial support. Towards that goal, the different levels of the government machinery had to come up with vision and mission statements, objectives, smart targets, and activities justifying the needed financial support, and the clear strategies to be pursued to achieve them.

Therefore, in this process, Mbeya City Council reviewed the previous strategic plan (2019/2020 – 2023/2024), to come up with new Strategic plan (2025/2026 – 2029/2030) with a new Vision and Mission Statements, Objectives, Smart Targets and Strategies. The new Strategic Plan was prepared in line with the Council core functions, national policies, regulations and other contemporary guidelines. The Strategic Plan has six sections.

The first section details out the introduction to the Strategic Plan covering the background information, geographical location, administrative units, climate, population size, growth and density, ethnic groups, economic infrastructure and services as well as the strategic planning approach. Section Two presents the situation analysis, describing both the internal and external environments that affect the roles and functions of the Council. Section Three presents a performance review of the previous Strategic Plan.



The section provides the rationale for the evaluation as well as achievements and implementation gaps and constraints of the Strategic Plan which started from the FY 2019/2020 – 2023/2024. Section Four covers the Vision, Mission, Objectives, Core Values, Targets, Strategies and Performance Indicators of this Strategic Plan which starts from the FY 2025/2026 to 2029/2030. Section Five presents the Food Systems Action Plan, outlining key actions to transform MCC Food Systems and Section Six covers implementation, monitoring, evaluation, review framework, assumptions and risks.

Thus, overall, the Strategic Plan provides a guiding tool in carrying out Mbeya City Council mandate, functions and businesses. In essence, it provides a framework and reference for all Mbeya City Council stakeholders in implementing and contributing to different actions that have been outlined, showing the expected outcomes, targets, timeframe, and also how progress will be assessed.

## Acknowledgement

The Mbeya City Council takes this opportunity to thank HELVETAS Tanzania and the city of Zurich in Switzerland for their invaluable financial and logistical support, through the Inclusive Cities for Nutrition (IC4N) project which is part of the city-to-city cooperation initiative, towards formulation of this Strategic Plan. Their commitment to facilitating multi-stakeholder engagement has significantly enriched our discussions and outcomes. Their expertise and dedication to promoting sustainable food systems have been instrumental in shaping this Strategic Plan.

In addition, we extend our thanks to RIKOLTO for their support in organizing and facilitating the SP review meetings, as well as sharing their experience and documents which enriched the Plan. Special thanks also go to Mr. Ally Nnunduma Abdallah (City Economist) for organizing and coordination of the entire strategic plan review process.



Mr. John J. Nchimbi,  
City Director,  
P.O. Box 149,  
Mbeya, Tanzania  
August 2024

CITY DIRECTOR  
MBEYA CITY COUNCIL  
MBEYA

## List of Abbreviations

<b>ACSEE</b>	Advanced Certificate of Secondary Education Examination
<b>ALAT</b>	Association of Local Authorities of Tanzania
<b>CAG</b>	Controller and Auditor General
<b>CBO</b>	Community Based Organization
<b>CCM</b>	Chama Cha Mapinduzi
<b>CD</b>	City Director
<b>CSEE</b>	Advanced Certificate of Secondary Education Examination
<b>CMT</b>	Council Management Team
<b>CSO</b>	Civil Society Organization
<b>D by D</b>	Decentralization by Devolution
<b>DRC</b>	Democratic Republic of Congo
<b>ENGINE</b>	Enabling Growth through Investment and Enterprise Program
<b>FTNA</b>	Form Two National Assessment
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immunodeficiency Disease Syndrome
<b>HQ</b>	Headquarter
<b>HRM</b>	Human Resource Management
<b>ICT</b>	Information Communication and Technology
<b>ICTPRO</b>	Information Communication Technology and Public Relations Office
<b>IEC</b>	Information, Education and Communication



<b>IPSAS</b>	International Public Sector Accounting Standards
<b>KPI</b>	Key Performance Indicator
<b>KRA</b>	Key Result Area
<b>LAAC</b>	Local Authorities Accounts Committee of the Parliament.
<b>LAFM</b>	Local Authorities Financial Memorandum
<b>LGA</b>	Local Government Authority
<b>LLGA</b>	Lower Local Government Authorities
<b>MBEYA -UWASA</b>	Mbeya Urban Water and Sanitation Authority
<b>MCC</b>	Mbeya City Council
<b>MDA</b>	Ministries Departments and Agencies
<b>MEO</b>	Mtaa Executive Officer
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NEMC</b>	National Environment Management Council
<b>NGO</b>	Non- Government Organization
<b>O&amp;OD</b>	Opportunities and Obstacles Development
<b>OPRAS</b>	Open Performance Appraisal System
<b>P/E</b>	Personal Emoluments
<b>PFA</b>	Public Finance Act
<b>PMU</b>	Procurement Management Unit
<b>PO-RALG</b>	President's Office - Regional Administration and Local Government

<b>PPA</b>	Public Procurement Act
<b>PPD</b>	Public Private Dialogue
<b>PPP</b>	Public Private Partnership
<b>PPRA</b>	Public Procurement Regulatory Authority
<b>SDGs</b>	Sustainable Development Goals
<b>SP</b>	Strategic Plan
<b>SWOT/C</b>	Strengths/Capabilities, Opportunities and Threats/Constraints
<b>TANZAM</b>	Tanzania Zambia
<b>TASAF</b>	Tanzania Social Action Fund
<b>TV</b>	Television
<b>WEO</b>	Ward Executive Officer
<b>GBV &amp; VAC</b>	Gender based violence & Violence against Children.

<b>PPA</b>	Public Procurement Act
<b>PPD</b>	Public Private Dialogue
<b>PPP</b>	Public Private Partnership
<b>PPRA</b>	Public Procurement Regulatory Authority
<b>SDGs</b>	Sustainable Development Goals
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<b>TV</b>	Television
<b>WEO</b>	Ward Executive Officer
<b>GBV &amp; VAC</b>	Gender based violence & Violence against Children.



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# CHAPTER ONE

## INTRODUCTION

### 1.1 Historical Background

Mbeya City was established under the Urban Local Government Act No.8 of 1982, being among the 38 local authorities restructured under implementation of Local Government Reform Programme. It resulted from Mbeya Town that was established in 1935 as a settlement of European farmers, to enhance access to services. By 1952 Mbeya town was the headquarters of the Southern Highlands. It is now the headquarters of Mbeya Region, one of the regions that form the bread basket of Tanzania. A Full Council comprising of 49 Councillors (Elected and Special seats representatives) spearheads the functioning of the City Council, as provided under its establishment Act. The Member of Parliament for Mbeya Urban is also a Councillor. Administratively, the Council has two Divisions, 36 Wards and 181 Mitaa.

Mbeya City hosts 7 University Colleges, soft drink factories, food processing industries and a large cement manufacturing plant. The City is connected with an all-weather road that forms part of the "Great North Road" running from Cape Town to Alexandria. It is also the first large urban settlement along TANZAM highway after entering the country through the border with Zambia, and a growing metropolis and business centre for the southern regions and neighbouring countries of Malawi, Zambia and Congo.

### 1.2 Geographical Location, Physical Features and Climate

Mbeya City Council borders Mbeya District Council on all sides. It is located between latitudes 8°50' and 8°57' South of Equator and between Longitudes 33°30' and 35°35' East of Greenwich Meridian and at an Altitude of 1,700 metres. It is situated in a narrow highland valley surrounded by a bowl of high mountains- the Mbeya Peak and Loleza Mountain ranges in the North West and Uporoto in South East. The Meta, Nzovwe, Loleza, Sisimba and Nsalanga river valleys cut across and surround the City. The annual mean temperature is about 17°C with an annual rainfall range of about 1200 mm. The physical and climatic conditions give Mbeya City a comparative advantage in terms of agricultural yield, livestock production, learning environment and industrial productivity.



The City Council structure comprises of 9 Divisions namely Administration and Human Resources; Planning and Coordination; Health, Social Welfare and Nutrition Services; and Infrastructure, Rural and Urban Development. The others are Industry, Trade and Investment; Pre-primary and Primary Education; Secondary Education; Community Development; and Agriculture, Livestock and Fisheries .

There are also 11 Units that report to the City Director namely: Waste Management and sanitation; Natural Resources and environmental conservation; Sports, Cultural and arts; Elections; Finance and Accounts; and Legal Services. The other Units are Internal Audit; Procurement management; Information and Communication Technology; Government Communication; Monitoring and Evaluation.

## **1.5 Ethnic Groups**

The indigenous inhabitants of Mbeya City were mainly from the Safwa, Nyakyusa, Ndali, Kinga and Nyiha tribes. The current population is getting more cosmopolitan with the influx of workers, businessmen and migrants from different regions of Tanzania, as well as from outside the country.

## **1.6 Population Size and Growth**

According to the 2022 Census, the population of Mbeya City was 541,603 people, of which 253,813 were male and 287,790 female. By 2024, the population was projected to increase to 563,876 people, growing at an average rate of 2.8% per annum. The average household size is 3.51 persons and the City has the highest population density (2,531 people per km<sup>2</sup>) in Mbeya Region.

### **1.6.1 Mbeya City Food Systems**

The fast-growing population and urbanization has led to increased demand for food and food products. This has pushed the development of markets and food outlets to cater for the needs of the residents. In Mbeya region, agriculture contributes significantly to the economy, with small-scale farming being the primary source of food production. Even in Mbeya city, urban farming still plays a considerable role. Maize, beans, bananas, cassava, and rice are some of the staple crops grown in the region. However, many challenges persist including food insecurity, limited access to nutritious foods, food waste, and inadequate schools feeding programs, food safety concerns and post-harvest losses. These challenges call for the transformation of food systems, starting by putting in place the Food System Action Plan to be implemented by all actors within the City.

## 1.7 Mandate of Mbeya City Council

The mandate of Mbeya City Council is derived from:

- ***The Constitution of United Republic of Tanzania (1977)*** Articles 8, Sec. 145 & 146 including amendment that followed. These articles enshrine the local government system which put emphasis on supremacy of the citizens in all national matters and underlies the accountability of government to the citizens; stressing that the people have the right to participate in and establishing their level of Local Government.
- ***The Local Government Act No 8 of 1982 (Cap 288) and Local Government Finance Act 1982 (Cap 290)*** state that the Ministry of Local Government has the mandate to establish Townships, Municipalities and Cities and that Ministry of Finance will give subsidies to these Urban Authorities.

## 1.8 Roles and Functions

- The urban Authority Act.1982, which was reviewed in 1992 outline the duties of Mbeya City Council as follows:
- To maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction.
- To promote the social welfare and economic well-being of all persons within its area of jurisdiction.
- Subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction.
- To take necessary measures to protect and enhance the environment in order to promote sustainable development.
- To give effect to meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services of all levels of local government authorities.
- To promote and ensure democratic participation in and control of decision making by people concerned.
- To establish and maintain reliable sources of revenue and other resources that enable local government authorities to perform their functions effectively, and to enhance financial accountability of local government authorities, their members and employees.



## 1.9 Economic Activities

Agriculture, general industrial activities and services are the most productive sectors in the City Council and a good barometer for the strength of the economy. The major economic activities in the City include general businesses, agriculture, livestock keeping, industrial activities, beekeeping, and tourism. These are elaborated further below. However, the significant size of the informal sector presents a challenge in understanding the true state of the local economy.

### 1.10 Purpose of this Strategic Plan

The Strategic Plan serves to inform our stakeholders what the Council plans to do in the coming five financial years, providing a basis of accountability for results and a means of measuring our performance in implementation of the outlined actions, and also towards the fulfillment of our mandate, roles and functions as prescribed in The Urban Authority Act, 1982, which was reviewed in 1992.

Specifically, the Strategic Plan :

- Will be a reference for all the Council staff and stakeholders
- Will indicate the timing of implementing different activities
- Will guide preparation of performance budget.
- Will provide a management tool in conducting Council business and a basis for accountability.

### 1.11 Strategic Plan Approach

The methodology used to develop the Strategic Plan was participatory and involved stakeholder workshops divided into four phases. The first phase involved a stakeholders' identification and engagement workshop that included all Heads of Divisions/Units in the Council (Council Management Team (CMT)) and Councilors. The first workshop built the capacity of Heads of Divisions and Units on the strategic planning process to enhance their participation in planning process.

Phase two involved a technical workshop on consensus building and derivation of issues to be included in the Strategic Plan. This process involved performance review of the existing Strategic Plan, stakeholder's analysis as well as strengths, weaknesses, opportunities and challenges (SWOC) analysis of the Council. The results of the situation analysis provided the basis for developing the Vision, Mission, and Strategic Objectives, Core Values, Objectives, Strategies and Targets. The output of the second workshop was the first draft of the reviewed strategic plan. To improve the draft strategic plan and validate the emerging issues, a third workshop was conducted involving a variety of stakeholders within the Council including Ward Development Committees (WDC), Council Management Team (CMT), Staff, District Council Committee (DCC) and other development partners. This constituted phase three, which also validated the issues raised earlier by the stakeholders.



The developed plan took into account the third Tanzania National Five Year Development Plan, Sustainable Development Goals (SDGs), the Ruling Party Election Manifesto and the Medium-Term Strategic Planning and Budgeting Manual guidelines. Phase Four was final validation of the draft Strategic Plan which involved all stakeholders who participated in the previous workshops .

### 1.12 Strategic Plan Layout

This Strategic Plan has six Chapters. Chapter one details out the introduction to the Strategic Plan. The chapter provides the background information, geographical location and administrative borders, administrative units, climate, population size, growth and density, ethnic groups and services as well as the strategic planning approach employed. Chapter Two presents the situation analysis covering both internal and external environments which affect the roles and functions of the Council. Chapter Three reviews performance of the previous Strategic Plan (2019/2020 – 2023/2024), identifying the key achievements and implementation gaps and constraints. Chapter Four covers the Vision, Mission, Objectives, Core Values, Targets, Strategies and Performance Indicators of this Strategic Plan which starts from the FY 2025/2026 to 2029/2030. Chapter Five presents the Food System Action Plan in which key actions for transformation of the food systems for increased food and nutrition security in Mbeya City Council are clearly identified. Chapter Six covers the implementation, monitoring, evaluation, review framework, assumptions and risks.



Source: Mbeya City Full Council (2024)



# CHAPTER TWO

## A SITUATION ANALYSIS OF MBEYA CITY COUNCIL

### 2.1 Introduction

This Chapter presents an analysis of the internal and external environment in which Mbeya City Council operates. The analysis of internal environment for the City Council involved comprehensive data collection and analysis of the service areas which entailed the determination of major functions, contemporary capacity (performance) in service delivery and issues of major concern affecting specific Divisions and Units. On the side of external environment, the analysis involved an overview of national policies, National Vision, national strategies and national initiatives. In the same chapter, a review of the implementation of Mbeya City Council Strategic Plan which ended in June, 2024 is provided, pointing out the achievements and constraints on each Division objective. In addition, the results of the City Council stakeholder analysis and SWOC analysis (Strengths, Weaknesses, Opportunities and Challenges) are presented to inform the strategic planning process.

### 2.2 The Analysis of Internal Environment

Analysis of the internal environment in this sub-section involves analyzing human resources issues, departments and units' performance, opportunities and challenges within the MCC. It also involves reviewing the food systems situation in the City, a task that was not explicitly undertaken in the previous Strategic Plan.

#### 2.2.1 Administration and Human Resources Management Division

Human resource is a very important resource in any organization. The Administration and Human Resources Division is among 9 Divisions in Mbeya City Council. The Human Resources Management and Administration Division is in charge of all administration and human resources matters with the core function of enabling the Council to discharge its human resources and administrative functions. .

The major functions of the Division are:

- To supervise Council Divisions and Units,
- Identify the training needs and development,
- Creating conducive working environment,
- Constructing a friendly corporate culture
- Drive engagement of all employees,
- Recruitment and selection,
- Performance appraisal,
- Employee welfare and motivation,
- Addressing employees grievances,
- Implementing organizational policies,
- Maintaining labour management relations,
- Conducting human resource planning,
- To keep and manage employee records and data.

According to the policy and legal framework governing the operation of the Division, the Division has 248 employees, out of 423 required.

Effective management Council human resources is recognized as critical for the success of Mbeya City Council . To perform its roles and functions effectively, Mbeya City Council requires 5328 employees in the different divisions. However, according to personal emoluments estimates for 2020/2024, there are currently 4027 employees, leaving a gap of 1,301 employees.. Adequate transport facilities are also crucial for efficient and effective operation of day to day activities in and outside the Council. The available transport facilities includes 1 vehicle for the City Director and 6 for Heads of the Divisions/Units. The working environment is generally challenging with limited offices, staff houses and working tools for most of the Council staff.

The Council has been implementing an HIV/AIDS strategy to protect the health of its employees including providing necessary support to those affected by virus. At Division/Unit level, there are desk officers assigned to foster zero stigma for employees living with HIV/AIDS. The Division has also taken measures to strengthen anti-corruption plans, timely response to people's complaints, and ensuring adherence to the codes of conduct by employees and leaders.

Good human resources policies and management in an organization often lead to increased motivation among employees, improved performance and productivity and competitively attract well trained, skilled and experienced employees to join the organization.



**Table 2.1: Staff Available in Different Divisions/Units**

S/N	Division/Unit	Required	Available	Shortage
1	Administration and Human Resources	423	248	175
2	Planning and Coordination	14	7	7
3	Health, Social Welfare and Nutrition Services	798	412	386
4	Infrastructures, Rural and Urban Development	37	14	23
5	Industry, Trade and Investment	30	25	5
6	Pre-primary and Primary Education	2,150	1,916	234
7	Secondary Education	1,577	1,241	336
8	Community Development	44	41	3
9	Agriculture, Livestock and Fisheries Divisions.	108	45	63
10	Waste Management and Sanitation	8	2	6
11	Natural Resources and Environmental Conservation	41	5	36
12	Sports, Cultural and Arts	3	2	1
13	Elections	7	1	6
14	Finance and Accounts	50	38	12
15	Legal Services	8	2	6
16	Internal Audit	8	3	5
17	Procurement management	19	9	10
18	Information and Communication Technology	6	3	3
19	Government Communications	3	2	1
20	Monitoring and Evaluation Units.	10	0	10
	<b>Total Employees</b>	<b>5,328</b>	<b>4,027</b>	<b>1,305</b>

## 2.2.2 Planning and Coordination Division

The Planning and Coordination Division is responsible for designing and coordination of development projects and activities in the Council, aimed at attainment of social and economic development goals in line with national and Council priorities. The Planning division coordinates the planning sessions and guides head of divisions and units for effective planning, and the process of identifying the opportunities and obstacles to development (O&OD). This planning methodology emphasizes community participation in the planning process. Thus, the Division, with the City Economist as the Council Budget Coordinator, is the lead agency for planning and coordination, and initiates all strategic investment projects in the City Council.

In order to increase revenue sources for the City Council, various investment areas have been earmarked including:

- English medium primary schools (Mkapa, Azimio, Magufuli, Chief Rocket Mwashinga and Umoja)
- Construction of Mwanjelwa market
- Construction of hostels (Sokomatola and TIA)
- Construction of conference facilities (Mkapa)
- Construction of a food industrial park (Mbeya Food Park)

Mbeya City Council has so far completed the following pre-feasibility studies:

- Construction of Uyole bus terminal
- Construction of Uhindini shopping mall
- Construction of a modern slaughter house
- Solid waste management

All proposals for the above projects have been submitted to the President's Office Regional Administration and Local Government (Po-RALG), Ministry of Finance and Planning and other potential investors for funding considerations. With regard to staffing, the Division has 8 professional staff- five (5) economists/planners, one (1) Statistician, one (1) Personal secretary, one (1) office assistant. Currently, the Division has a staff shortage of 6. Despite the achievements, there are some challenges that constrain the performance of the Division.



Challenges include:

- Limited development budget accrued from own source funds/revenues due to insufficient own sources funds/revenues, resulting in poor project implementation and follow-up.
- Delayed disbursement of development grants from the Central Government for implementation of development projects. Moreover, the expected funds are sometimes not disbursed at all to the Council, or disbursed in smaller amounts. This leads either to delay in implementation or no implementation at all.
- Lack of correct statistics from relevant Divisions and Units, particularly for primary data -this hinders realistic planning.
- Inadequate funding which hinders implementation of Divisional responsibilities and requirements.

### **2.2.3 Agriculture, Livestock and Fisheries Division**

The Agriculture, Livestock and Fisheries Division was formed in 2022 reflecting the major three sections of the Division, which are Agriculture, Livestock and Fisheries. The overall goal of the Division is to provide basic food security for the community as well as the improvement of nutritional status. This goes hand in hand with increasing output, quality and availability of food commodities to improve the standard of living in households through increased incomes resulting from agricultural processing and marketing. With regard to staffing, the Division has a total of 45 employees out of the required 108.

The analysis identified seven irrigation schemes that are yet to be completed, and 81.4% of potential stakeholders not being adequately engaged by the Council. However, of the total area of 8,889 hectares available for agriculture, only 468 hectares are under irrigation. This indicates that the available arable land faces a risk of exhaustion, hence requiring interventions for sustaining yields and providing other non agricultural livelihood options. However, agriculture is likely to remain the main occupation for the community in Mbeya City Council for many years and thus, requires appropriate interventions including agricultural inputs.

The current challenges facing the Division include: significant post harvest losses, limited capital and access to financial services for uptake of technologies; low agro-processing skills; poor agricultural infrastructure; shortage of extension staff; environmental degradation due to different human activities; weak producers' financial institutions; weak producers' organizations; and shortage of working capital.



## 2.2.4 Community Development Division

The Division has two major sections, which are NGOs and CBOs Coordination and Crosscutting Issues Coordination. The Division serves as the bridge between community and development activities. The overall objective of the Division is to empower the community with knowledge and skills to improve their livelihoods, promote gender equality and reduce inequality among different age and other social groups. The Division also promotes change from outdated and retrogressive attitudes to enable effective community participation in decision-making, planning, implementation, monitoring and evaluation of development activities. Currently the City has 1,769 registered groups comprising of 70 NGOs, 1694 CBOs, and 5 FBOs.

The Division has a total of 41 staff, who include 41 Community Development Officers, and a deficit of 3 staff. Elderly citizens in Mbeya City Council have access to free medical services in the public health facilities and plans are underway to issue them all with identity cards. The Division also facilitates the formation of youth and women economic groups and provides them with soft loans from the Women and Youth Development Funds. The Council contributes 10% of its annual revenue collection to the Women and Youth Development Fund. From the financial year 2019/2020 to 2023/2024, 347 economic groups have received soft loans amounting to a total of Tshs. 4,542,301,500/=.

The Division also serves people with disability and has so far identified a total of 72 eligible beneficiaries. Further, in line with the CCM manifesto to support vulnerable groups, the Council has disbursed a total of 6,000,000/= to 2 vulnerable individuals/households as startup capital for income generating activities to improve their livelihoods.

Despite these achievements, there are several outstanding challenges, which include: shortage of social welfare officers at ward levels; shortage of funds and transport facilities that constrain community development and social welfare outreach activities; low funding allocation and budgetary ceilings; lack of Children Committees in some wards and Mitaa; low level of entrepreneurship skills in the community especially among youth; increased violence against women and children (Gender based violence (GBV) & Violence against Children (VAC)).

## 2.2.5 Pre-Primary and Primary Education Division

Education remains one of leading national development priorities. In Mbeya City Council, the Pre-primary and Primary Education Division is responsible for education provision at pre-primary, primary and adult education levels.

Mbeya City Council has a total of 105 primary schools whereby 83 are government schools and the remaining 22 private schools. The Council, until the year 2024, had a total of 103,551 pupils, with 91,929 in government schools and 11,622 in private schools, and a total of 1883 teachers in government primary schools.

The Council strives to ensure that, all girls and boys from disadvantaged groups are enrolled. Thus, a total of 175 pupils with disabilities, 109 males and 66 females, have been enrolled. Enrolment of all eligible children and access to primary education as a whole remains a Council priority and this has been considerably enhanced since the inception of PEDP and the Free Education Policy.

**Table 2.2:** Summary of available School Buildings and Furnitures (2024)

No.	Type	Required	Available	Deficit	% of Deficit
1	Classrooms	2,189	1,163	1,026	47%
2	Teachers' houses	1912	62	1850	97%
3	Toilet vents	4307	204	2263	53%
4	Desks	30643	27383	3260	11%



## EXAMINATION PERFORMANCE

**Table 2.3:** Summary of Standard VII Examination results from 2019 to 2023

YEAR	PUPILS SAT FOR STANDARD 7 EXAMINATION				PUPILS PASSED STANDARD 7 EXAMINATION				POSITION	
	M	F	TOTAL	%	M	F	TOTAL	%	REGION-WISE	NATION-WISE
<b>2020</b>	4,767	5,267	10,034	98.94	4,213	4,701	8,914	88.8	2	48
<b>2021</b>	5,003	5,413	10,416	98.62	5,091	4,622	9,713	93.3	1	36
<b>2022</b>	5,548	6,190	11,738	96.45	5,326	5,942	11,321	96.45	1	8
<b>2023</b>	5,698	6,267	11,965	97.27	5,526	6,126	11,652	97.38	1	5

### Achievements

- Improved academic performance in both standard seven and form four National Examinations
- Increased pupil enrolment due to improved teaching and learning environments

### Challenges

- Insufficient land for construction of school infrastructures
- Inadequate school infrastructures
- Limited school feeding programmes



## 2.2.6 Secondary Education Division

Over the past two decades, the Government of Tanzania has considerably expanded secondary school education to accommodate an increasing number of pupils transitioning from primary schools. The Secondary Education Division at Mbeya City Council supervises education provision at different levels.

Mbeya City Council has a total of 60 Secondary schools of which 39 are government schools and the remaining 21 private schools. Council records show that by 2024, there were a total of 36,316 students in government schools and 6,849 students in private schools, and a total of 1,226 teachers in government secondary schools. Mbeya City Council strives to ensure that all girls and boys with disabilities are enrolled. Thus, there are 179 students with disabilities at secondary level, whereby 90 are males and 89 females.

**Table 2.4:** The School Buildings and Furniture

No.	Type	Required	Available	Deficit	% of Deficit
1	Classrooms	893	850	43	4.82%
2	Teachers' houses	1290	98	1,192	92.40%
3	Toilet vents	1488	864	619	41.60%
4	Tables	36,316	34,165	2,151	5.92%
5	Chairs	36,316	34,165	2,151	5.92%
6	Libraries	112	93	19	16.96%
7	Laboratories	38	7	31	81.58%

**Table 2.5: Form Six Examination Results From 2019 to 2023**

YEAR	STUDENTS SAT FOR FORM SIX EXAMINATION	STUDENTS PASSED FORM SIX EXAMINATION	% OF PASS
2020	2,321	2,305	99.3
2021	2,080	2,068	99.42
2022	1,791	1,786	99.72
2023	1,978	1,974	99.8

**Table 2.6: Form Four Examination Results From 2019 to 2023**

YEAR	STUDENTS SAT FOR FORM SIX EXAMINATION	STUDENTS PASSED FORM SIX EXAMINATION	% OF PASS
2019	7,063	6,140	87
2020	6,637	5,921	85
2021	7,092	6,253	88.24
2022	7,492	6,334	88.16
2023	7,198	6,675	92.73

**Table 2.7: Form Two Examination Results From 2019 to 2023**

YEAR	STUDENTS SAT FOR FORM SIX EXAMINATION	STUDENTS PASSED FORM SIX EXAMINATION	% OF PASS
2020	8,788	8,353	95
2021	8,235	7,754	94
2022	8,460	7,694	90.94
2023	8,862	7,887	89

## Achievements

- Improved academic performance for form two, four and six in National Examinations
- Increase in students enrolment due to improved teaching and learning environment
- Construction of 11 new Schools at Iziwa, Nsalaga, Mwasanga, Mwasenkwa, Itende, Ilomba, Mabatini, Iyela, Itagano.

## Challenges

- Insufficient land for construction of school infrastructures
- Inadequate school infrastructures
- Outdated school infrastructures



## 2.2.7 Health, Social Welfare and Nutrition Division

There are health services delivery facilities all over Mbeya City with at least one or more health facilities in every ward either run by the City Council or by the private sector. However, there are disparities in health services between different wards, with a concentration of health facilities in the central area of the City compared to the peripheral wards.

**Table 2.8:** Health Services Distribution

SN	NATURE	OWNERSHIP				TOTAL
		GOVT	PRIVATE	FBOs	PARASTATAL	
1	Hospitals	3	3	1	0	7
2	Health Centers	8	0	2	0	10
3	Dispensaries	14	15	2	8	39
4	Specialized Clinics	0	6	0	0	6
5	Dental Clinics	0	4	0	0	4
6	Eye Clinics	0	5	0	0	5
	<b>TOTAL</b>	<b>25</b>	<b>33</b>	<b>5</b>	<b>8</b>	<b>71</b>

**Table 2.9:** Distribution of Health Facilities Under Construction

SN	NATURE	OWNERSHIP				TOTAL
		GOVT	PRIVATE	FBOs	PARASTATAL	
1	Hospitals	0	0	0	0	0
2	Health Centers	0	0	0	0	0
3	Dispensaries	2	0	0	0	2
4	Specialized Clinics	0	0	0	0	0
5	Dental Clinics	0	0	0	0	0
6	Eye Clinics	0	0	0	0	0
	<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

The services provided by the City Health Division include treatment of all infectious and non-infectious diseases, family planning, immunization of all kind, besides oversight for traditional medicine services. The Division also provides social welfare services, particularly, to needy and vulnerable groups including children, the elderly and people with disabilities. Despite the good work that the health department does, infectious diseases remain a significant challenge for the residents of the City.

From the table below, upper respiratory infections are the leading disease, among the top ten diseases, for both children and adults.

**Table 2.10:** The top ten common diseases affecting Mbeya City residents

SN	Less than 5 years			5 years and Above		
	OPD Diagnoses	Number of Diagnosis	%	OPD Diagnoses	Number of Diagnosis	%
1	Upper Respiratory Infections	11,994	35.6	Urinary Tract Infections	19,723	15.6
2	Urinary Tract Infections	3,681	10.9	Upper Respiratory Infections	16,918	13
3	Diarrhea with No Dehydration	2,757	8	Hypertension	7,495	5.9
4	Pneumonia Severe & Non severe	2,631	7.8	Other Non-Infectious GIT Diseases	6,960	5.5
5	Other Non-Infectious GIT Diseases	2,204	6.5	Peptic Ulcers	5,757	4.6
6	Skin Infection, Non Fungal	1,532	4.5	Conjunctivitis- Allergic	3,700	2.9
7	Diarrhea With Some Dehydration	1,036	3	Diabetes Mellitus	3,481	2.7
8	Skin Infection Fungal	847	2.5	Pneumonia Severe & Non severe	2,549	2
9	Intestinal Worms	824	2	Pregnancy Complications	2,147	1.7
10	Skin Diseases Non – Infectious	717	2	Rheumatoid and Joint Diseases	2,085	1.6



The Health, Social Welfare and Nutrition Division has 412 mixed and skilled health staff of various cadres out of the required 798 as per establishment (52%). The shortage of staff is about 48%. The challenges facing the division include shortage of transport facilities for supervision of vaccine distribution and ambulance for referral of patients; shortage of standard medical equipment; shortage of health facility infrastructures such as incinerators, placenta pits, staff houses and health services delivery facilities. The other major challenges are high maternal mortality rate; high infant mortality rate; high under five mortality rate; low uptake on family planning ; low coverage of Vitamin A supplementation among children 6-59 months; weak organization structures and institutional management at all levels; weak management capacity for emergency/disaster preparedness and response; and weak community health systems. In order to address these challenges, appropriate interventions need to be implemented within the next five years, in addition to procurement of adequate medicines, medical equipment and laboratory supplies.

## **2.2.8 Natural Resources and Environmental Conservation Unit**

The Natural Resources and Environmental Conservation Unit is mainly responsible for natural resources and environmental conservation. The unit has 5 employees out of the required 41, leaving a gap of 36 staff of different cadres.

The challenges facing the Unit include: untapped potential of City land rent revenue collection; inadequate implementation of planned land surveys; urban land disputes; deficits in funds allocation to the unit; corruption among few staff; inadequate tools and equipment especially motor vehicles for day to day operations; professional staff shortage in different categories; and shortage of funds for surveying of plots to meet the needs of the increasing urban population.

## **2.2.9 Waste Management and Sanitation Unit**

The Waste Management and Sanitation Unit has only 2 employees out of the 8 required staff. The Unit provides environment extension services including awareness raising on safer environmental health practices to communities, private community groups and environment officers themselves. Polluters of the environment are penalized in accordance with the bylaws of the Council.

The Solid Waste Management section is sub divided into three sub sections. They are solid waste management, liquid waste management and management of hazardous wastes. The volume of wastes generated in the Council is very high, far beyond the capacity of the Council to collect and dispose safely. The Council has no capacity to dispose all wastewater generated because the drainage system and infrastructure, including drainage canals, are not well developed.



The unit is facing the following challenges:

- Increasing informal construction and squatters on fragile ecosystems and haphazard construction in the City without environmental impact assessment certificate,
- Streaming of wastewater in City center causes environmental pollution,
- High number of street vendors and the homeless who sleep on pavements, urinating in used water bottles that are disposed on the streets,
- Waste fee evasion and dumping wastes on the road sides, in water drains and canals makes its collection more difficult,
- Shortage of litter bins on the streets,
- Shortage of skip containers,
- Lack of knowledge of separating wastes at source
- Lack of proper solid waste collection system with most suppliers unable to collect the wastes resulting from their products.

### **2.2.10 Legal Services Unit**

The Legal Services Unit is divided into two sections, namely: Legal Section - administration and Legal Section- Operations. The Unit has 2 staff who are permanently employed out of 8 required, hence a shortage of 6 staff of different professional categories. The Unit has been managing strenuously and oversees 36 Ward Tribunals. Due to limited funds, the Council has not been able to provide sitting allowances and regular capacity building seminars for Ward Tribunal members to be able to conduct ward sessions and deliver justice at lower levels. By June 2024, the Unit has administered 17 Council's cases which are civil cases, labour cases, procurement cases and land applications/cases in various courts in Tanzania. The Council was also able to settle one (1) civil case out of court, thus ending the dispute through an amicable resolution. In addition, the Unit led the formulation, amendment and adherence of the Council bylaws, and provided public legal education within Council.

The main challenges facing provision of legal and social protection services in the Council include lack of adequate knowledge on various laws and other laws related to land among members of Ward Tribunals; lack of a City Court which prosecutes Council revenue cases; lack of offices or buildings for Ward Tribunals; lack of allowances for members of Ward Tribunals and inadequate working tools such as office furniture, law books and stationeries.



### **2.2.11 Elections Unit**

The Elections Unit in Mbeya City Council commenced work in 2020. There is one electoral constituency namely Mbeya Urban covering 36 wards and 181 Mitaa. The core Election Unit function is to run the local government elections and general elections at the level of constituency in co-ordination with the National Electoral Commission (NEC). During the 2019 local government elections, the elections were conducted in all the 181 Mitaa and 36 wards, resulting in the election of 181 Mitaa chairpersons and 905 Mitaa committee members. In the 2020 National Elections, the elections were conducted in all 36 Wards resulting in the election of the constituency Member of Parliament, 1 Member of Parliament for special seats, 36 directly elected Councilors and 12 Councilors for special seats.

The challenges facing the Elections Unit include:

- Complaints and confusion resulting from missing voters' names on initial public display list
- Insufficient NEC budget and delay in disbursement resulting in confusion to RO, MELO and AROs during implementation of election activities.
- Inadequate civic education to citizens - civic education is intensively provided only during election period

### **2.2.12 Procurement Management Unit**

Procurement is a process of acquiring goods, works and services. Efficiency in the procurement of goods, works and services is a high priority in the Council and greatly impacts its performance and success. It helps the Council to manage contracts for development activities that are accountable, transparent and have value for money. The Procurement Management Unit's key roles are to provide services of good quality and quantity at the right time and right place, based on value for money. The Procurement Management Unit has a total of 9 staff out of the 19 required, hence a deficit of 10 staff.

The core functions of the unit are to manage all procurement and disposal by tender activities of the procuring entity, except adjudication and the award of contract; to support the functioning of the Tender Board; coordinate the procurement and disposal activities of all divisions and units of the procuring entity; and to act as a secretariat to the Tender Board.

The challenges facing the Unit include inadequate funds to implement procurement and disposal by tender activities; and sometimes difficulties related to emergency or rush procurement orders.



## 2.2.13 Information and Communication Technology Unit

The Information and Communication Technology Unit provides access to relevant information and knowledge which improves efficiency and productivity; enhances social services delivery; increases transparency and accountability to the community. Currently there are 3 staff out of required six (6) staff, hence a shortage of 3 staff.

### *Core functions of the Information and Communication Unit*

The Unit is responsible for publicity of Council events and awareness programs through online platforms, internet connectivity, software installation and system management. The Unit supervises Information Technology applications, software and hardware services in accordance with the Council needs. Currently there are about 30 information technology application systems in the Council as shown in table 2.11.

**Table 2.11:** Status of Information Technology Application Systems in the Council

SN	Application Name	Purpose of the application
1	Local Government Revenue Collection Information System ( <b>LGRCIS/TAUSI</b> )	<ul style="list-style-type: none"> <li>• Maintaining taxpayer information and records</li> <li>• Preparation of invoices to taxpayers</li> <li>• Preparing business licenses.</li> <li>• Collection of revenue from various sources of the Council.</li> </ul>
2	Human Capital Management Information System ( <b>HCMIS</b> )	<ul style="list-style-type: none"> <li>• Salary information system and staff records</li> <li>• Enter and maintain information as well as various deductions from staff salaries</li> </ul>
3	Basic Education Management Information System ( <b>BEMIS</b> )	<ul style="list-style-type: none"> <li>• Records and records system</li> <li>• Keeping records of students, teachers, funds, furniture, buildings, plots and general student conditions.</li> </ul>
4	Treasurer Single source Account ( <b>TSA</b> )	<ul style="list-style-type: none"> <li>• Payment completion system</li> <li>• This system is the link between the Council, BOT and various Banks where the customer accounts are located</li> </ul>
5	Biometric Time and Attendance Monitoring System ( <b>TAMS</b> )	<ul style="list-style-type: none"> <li>• Time management system and staff attendance.</li> <li>• Maintenance of various staff permits such as annual leave, sick leave, and business trips</li> <li>• Calculate overtime</li> <li>• Displays the time the employee entered and left work</li> <li>• The system is used to control absenteeism and delays at work</li> </ul>



SN	Application Name	Purpose of the application
6	Facility Financial Accounting and Reporting System ( <b>FFARS</b> )	<ul style="list-style-type: none"> <li>• Maintaining financial statements and keeping records of expenditure in primary and secondary schools and health facilities,</li> </ul>
7	Government Salary Payment Portal ( <b>GSPP</b> )	<ul style="list-style-type: none"> <li>• Salary Payment Information System</li> <li>• Include unpaid employees for monthly salaries</li> <li>• Preparation of "salary slips" for employees</li> </ul>
8	PEPMIS(ESS)	<ul style="list-style-type: none"> <li>• Keeping employee's records</li> <li>• Used by employees to prepare daily, monthly, quarterly and annual implementation reports .</li> </ul>
9	E-Office	<ul style="list-style-type: none"> <li>• Used to track files on different issues</li> </ul>
10	Planning and reporting System ( <b>PLANREP</b> )	<ul style="list-style-type: none"> <li>• System for planning and budgeting</li> <li>• Completion of targets, tasks, requirements as well as funds required in carrying out the various activities in the Council</li> </ul>

The challenges facing the Unit include lack of transport for ICT officers to respond timely to technical problems out of the Council headquarters; inadequate staff; and most of the systems taking longer to solve technical problems as they are not owned by the Council.

#### 2.2.14 Internal Audit Unit

The Internal Audit Unit of Mbeya City Council was established under section 45(1) of the Local Government Finances Act No.9 of 1982 (Revised, 2002), Section 13 – 14 of The Local Government Financial Memorandum of 2009, and the Local Government Internal Audit Manual of 2012 together with other directives (hand books for Internal auditors, International Professional Practice Frameworks) provided by the Internal Auditor General (Ministry of Finance).

The primary role of the Internal Audit Unit is the overall assessment of the internal control systems within an organization by examining and evaluating the effectiveness and adequacy of such controls over all the institutions finances and accounts. Thus, the Unit directly contributes to the appropriate, efficient, and effective utilization of public resources.

The core functions of the internal audit unit, epitomized in the Office of the Internal Auditor are :

- To collaborate with the Accounting Officer, in preparation an annual work plan for the Internal Audit Section, and have a copy sent to the Office of the Controller and Auditor General, and Minister responsible for Local government and Regional Commissioner not later than 15 of July of every year.
- To prepare the Annual Risk Based Internal Audit Plan and submit it to the Audit Committee and Accounting Officer for approval.
- Not to conduct auditing or investigation without a written audit program.
- To assess whether resources are being used economically and efficiently, and whether the management system objectives are being achieved effectively.

The Audit Unit has so far enabled the Council to attain clean audit certificates for the past 5 years consecutively, despite outstanding challenges it faces including inadequate staff and transport.

The challenges facing the Unit include lack of transport for ICT officers to respond timely to technical problems out of the Council headquarters; inadequate staff; and most of the systems taking longer to solve technical problems as they are not owned by the Council.

### **2.2.15 Infrastructures, Rural and Urban Development Division**

The Division is responsible for supervising (sometimes designing) construction of all public buildings, private buildings, supervising maintenance of Council motor vehicles and plants. The Division comprises of 3 sections, these are: the Works Section, the Roads Section, and the Rural and Urban Development Section. The division has 14 fulltime staff of different cadres compared to the required staff of 37 .

The Division, as the part of the Council, also experiences insufficient funding particularly from own sources and grants from the Central Government and international partners especially the World Bank. The Division also faces a shortage of staff, resulting in inadequate day to day supervision and monitoring of on going works. This is in addition to inadequate transport ; insufficient ICT equipment like computers, internet systems, scanners, photocopy machines, and printers; and poor working environment. These combine to undermine control of irregularities during construction of public and private buildings.



## 2.2.16 Finance and Accounts Unit

The Finance and Accounts Unit is divided into two sections: Finance and Accounts. The Unit has a total of 38 staff. Budgeting and accounting functions are supported by various systems including PLANREP, TISS, FFARS, TAUSI and MUSE, though there are challenges in network bases and production of various reports from these systems. Local government tax collection is the responsibility of the Council and organized at two levels, namely the Council headquarters, and the ward level. At the Council headquarters level, the responsibility for tax collection is under the Finance and Accounts Unit, headed by the City Treasurer. At the ward level, the responsibility rests with the office of the Ward Executive Officer (WEO). The WEO also handles development issues, and law-and-order functions at that level. Own source revenue comprises of service levy, plying permit fees, fines and penalties, parking fees, market levy, sanitation fees and charges, guest house levy, levies on business activities, liquor license fees, other business license fees, taxi license fees, meat inspection charges, abattoir slaughter service fees, commercial fishing license fees, permit fees, and produces. The above sources have enabled progressive improvement of revenue collection over the years as shown in Table 2.12.

For the past 5 years consecutively, the Council has been getting clean certificates on financial reports. This achievement is largely due to the adequate transparency and accountability in preparation of the financial reports. Also, this implies that most external and internal queries given to the Council are responded to fully.

The Council prepares financial reports and disseminates them to the public through meetings organized by the Council, including full Council meetings and ward meetings. Also, newspapers and notice boards at ward and Council headquarters are used by the Council to inform the citizens.

Despite the achievements elaborated above, the Finance and Accounts Unit faces various challenges.

- Inadequate working facilities including transport, computers, printers, and stationeries.
- Shortage of staff.
- Late fund disbursement from the Central Government and Development Partners
- Government Revenue Collection Systems are not stable
- Low capacity of revenue collectors
- Shortage of revenue collectors
- Low compliance of tax payers which makes revenue collection difficult.

**Table 2.12:** Budget against Actual Revenue Collected from 2018 to 2023

Year	Budget	Actual Revenue	Percentage (%)
2018/2019	12,942,473,000.00	11,883,000,800.29	92%
2019/2020	12,736,799,000.00	12,934,934,264.86	102%
2020/2021	15,949,287,599.00	16,242,419,531.00	102%
2021/2022	16,610,488,000.00	17,220,215,931.83	103.67%
2022/2023	18,271,000,000.00	18,663,772,254.03	102.15%

**Table 2.13:** Budget against Actual Expenditure from 2018 to 2023

Year	Budget	Actual Exp	Percentage (%)
2018/2019	73,902,983,300	60,999,770,266	87%
2019/2020	71,131,160,815	66,416,570,655	93%
2020/2021	71,330,578,474	68,424,001,154	96%
2021/2022	80,779,560,442	79,819,478,921	99%
2022/2023	86,246,860,128	84,193,015,806	98%



## **2.2.17 Industry, Trade and Investment Division**

This Division comprising of two sections promotes industrial development and the creation of an attractive environment for investors in the Council. The Division also collects revenue from the following sources: market stalls and slab dues from 2372 Council markets; business license fees from 13,104 traders; liquor license fees from 1253 bars and groceries; and hotel levy from 410 guest houses.

The Division has a total number of 25 staff, out of the required 30, thus a shortage of 5 staff according the Council staff establishment. To reach all revenue sources indicated above in time necessitates having in place an adequate number of committed staff and working facilities. The staff challenge is mitigated by working hand in hand with Council staff at ward and sub ward level. Due to effective coordination between the Divisions, Units, Council revenue team and the section teams, revenue collection increased significantly between 2019/20 and 2023/24.

Some of the challenges hampering the performance of the Industry, Trade and Investment Division are:

- Inadequate working facilities including transport, Computers, Printers and stationeries
- Shortage of staff.
- Late fund disbursement from the Central Governments and Development Partners
- Government Revenue Collection Systems are not stable.
- Low capacity of revenue collectors
- Shortage of revenue collectors
- Unconducive working environment. For example, the Division building is too small and available offices cannot accommodate all revenue staff, thus creating difficulties in attending to clients.
- Low compliance of tax payers which makes revenue collection difficult.

## **2.2.18 Sports, Culture and Arts Unit**

This Unit has 2 staff out of the 3 staff required, thus a shortage of one staff according the Council staff establishment. The core functions of the Unit are registration of traditional dances, identification of new talents, coordination of different national and local festivals, conducting monitoring and evaluation of sports, culture and arts activities, and issuance of permits for publication and production of specified cultural and art items or works. The major challenges faced by the Unit are inadequate budget allocation and transport for day to day implementation of the Unit functions.



## **2.2.19 Government Communication Unit**

The Unit comprises of 2 staff out of 3 required, thus a shortage of one staff. The main functions of the Unit are to establish Council communication policies; to design and edit different Council documents before uploading to the Council's official website, social media and other media platforms; to prepare and implement the Council communication strategic plan; preparation and distribution of different Council information and promotional materials including reflectors, posters and Council press releases and news items. The Unit owns one local media radio and online TV which cover different activities being implemented by the Council and Mbeya City residents. The challenges being faced by the Unit include shortage of staff, shortage of offices, shortage of tools and equipment, inadequate budget allocation and transport for day to day implementation of the Unit's functions.

## **2.2.20 Monitoring and Evaluation Unit.**

This Unit, formed in 2024, is responsible for overall monitoring of all activities being implemented by the Council, including development projects or recurrent expenditure, and conducting evaluation to determine outcomes of planned activities implemented by the Council.

The Unit prepares guidelines for monitoring and evaluation of different Divisions and Units; conducts monitoring and evaluation of the Council planning and budgeting process; prepares the Council's physical and financial progress reports according to planned reporting schedules; provides evidence based advice during the planning and budgeting process including level of performance in implementation as per different indicators. The Unit also provides technical advice to improve the process of monitoring and evaluation in the Council; conducts research to identify major challenges and finding appropriate solutions.

## **2.2.21 Mbeya City Food Systems**

Mbeya is among the five biggest cities of Tanzania, characterized by rapid urbanization and high population growth. While the city is evolving into pure urban, the biggest share of the City's food comes from neighbouring rural districts, moreover produced by small scale traditional farmers. A study by Rikolto (2020) reveals that Mbeya city obtains food supplies from Iringa, Songwe and Ruvuma Regions. Much of the main staple maize consumed in Mbeya city is sourced from the surrounding districts and regions including Mbeya District, Mbozi District (in Songwe Region), as well as Makete District in Njombe Region. On the other hand, rice comes from Mbarali, Kyela and Mbozi Districts. Sweet potatoes are mostly from Songwe and Mbeya Districts, while round potatoes are obtained from Rungwe, Mbeya and Makete Districts. Most of the foods are transported by trucks, many of which are not designed for the purpose, leading to significant losses and safety concerns.



Post-harvest losses in many crops and vegetables are high, and sometimes losses are exacerbated by poor handling and transportation as well as ill equipped food markets in the City. Results of a study commissioned by Rikolto in 2019 show that the majority of farmers (80.2%) do not store fresh fruits and vegetables (FFVs), some heap them on the floor in open space while others leave them on the ground uncovered. This is partly due to inadequate storage facilities and high costs of such facilities where available. High losses increase the inefficiency of the value chain - and makes the products more expensive for the mainstream consumers.

Food safety and hygiene are important concerns in Mbeya City Council. Findings from a recently conducted food risk assessment study (Rikolto 2021) shows high biological and chemical contamination levels in fruit and vegetables sold in the local markets. Moreover, food system governance remains a challenge due to weak coordination of all stakeholders in the food eco-system. Food related responsibilities are shared by many different departments, with limited human resources capacity to enforce the available laws and by-laws, as well as weak legal instrument to guide issues of food. The mandated system for coordination of food safety initiatives in the City needs to be strengthened and equipped with a broad focus on the food system as a whole.

Regarding school feeding programs, there has been tremendous improvements in terms of increased number of schools with feeding program. In 2020, the Rikolto study reported that although each school is supposed to provide meals to the children, only three schools in the whole of Mbeya City were providing lunch for their pupils. However, data collected during consultation with stakeholders show that most primary and secondary schools have a form of school feeding program. In addition to lunch provided by schools, food vendors sell a variety of food products around school premises during break time. However, some food items sold including biscuits, cakes, bottled beverage drinks are unhealthy.

## **2.3 The Analysis of External Environment**

Apart from examining the mandate and functions of the Council, the development of this Strategic Plan also has considered the following issues:

- Ruling Party CCM Election Manifesto of 2020: it highlights the issues of education, energy, job creation, infrastructures and communication as the priorities for the period 2020-2025. This manifesto has been prepared in line with National Development Vision 2025 which both aim at bringing about sustainable development for Tanzanians.



- National Five-Year Development Plan: the plan has integrated frameworks of the first Five Year Development Plan (FYDP I, 2011/2012-2015/2016), the second Five Year Development Plan (FYDP II, 2016/2017-2020/2021) and the third Five Year Development Plan (FYDP III, 2021/2022-2025/2026). The FYDP III has a theme of realizing competitiveness and industrialization for human development that aims to increase efficiency and productivity in manufacturing using the resources available in abundance within the country.
- The National Agriculture Policy (2013): agriculture is the mainstay of the Tanzanian economy contributing to about 24.1 percent of GDP, 30 per cent of export earnings and employing about 75 percent of the total labour force. The rate of growth in agriculture is higher than the average annual population growth rate of 2.6 percent, implying growth in incomes. However, the average agricultural growth rate of 4.4 percent is insufficient to lead to significant wealth creation and alleviation of poverty, given the low level of agricultural development.
- Attaining poverty alleviation requires annual agricultural growth rate from 6 to 8 percent. Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 per cent of agricultural GDP.
- The Tanzania National Development Vision (2025): it envisions that by 2025, Tanzania will have attained remarkable development from a least developed to a middle income country with high quality livelihoods, peace, stability and unity, good governance, as well as an educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.
- Small and Medium Enterprise Development Policy 2002: Small Medium Enterprises (SME) are recognized as a key contributor to employment creation, income generation, poverty alleviation and as a base for industrial development. It is estimated that SMEs generate about a third of GDP, employs about 20% of the Tanzanian labour force and have the greatest potential for further employment generation.
- Local Government Reform Program: the reforms aim to achieve accelerated and equitable socio-economic development, public service delivery and poverty reduction across the country.
- Cooperatives Development Policy: the policy emphasizes first, transformation of farming from subsistence to commercial enterprises for the majority of producers; second, assisting farmers to undertake critical problem analysis and assessment to understand the available alternative opportunities, production costs and market trends so that they can allocate their resources more efficiently, add value, and improve the quality of their products.



- Sustainable Development Goals (SDGs): adopted by all United Nations Member States in 2015, SDGs provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

## 2.4 Stakeholders Analysis

The Stakeholders analysis for Mbeya City Council involved the process of identification of individuals, groups of people, institutions or firms, that may have significant interest in the success or failure of the Strategic Plan, either as the implementers, facilitators, beneficiaries or adversaries. Once identified the different concerns, capacities and interests of different stakeholders need to be analysed and explicitly understood to inform the process of problem identification, objective setting and strategy selection. The ultimate goal is to help maximize the social, economic and institutional benefits of the Strategic Plan to the target groups and ultimate beneficiaries, as well as minimizing its potential negative impacts (including stakeholder conflicts). The results of the stakeholders analysis showing name of stakeholder, service provided by the Council, stakeholder expectation and stakeholder ranking are presented in Table 2.14.

**Table 2.14: Stakeholders Analysis**

S/NO	Name of Stakeholders	Service provided by Council	Stakeholder Expectation	RANK
1	The Community	1. Quality social and economic services, and good governance 2. Information on Council's activities	1. Efficient and effective services 2. Good governance 3. Easily accessible and affordable services 4. Adequate transparency and information on Council services	H
2	Suppliers and Contractors	1. Award of tenders 2. Timely payments 3. Supervision	1. Timely award of tenders 2. Good governance 3. Fair competition 4. Accountability and transparency 5. Timely payments for services delivered	H

S/NO	Name of Stakeholders	Service provided by Council	Stakeholder Expectation	RANK
3	Council staff	<ol style="list-style-type: none"> <li>1. A conducive working environment for staff</li> <li>2. Essential working tools</li> <li>3. Translation and implementation of staff scheme of service</li> <li>4. Staff remuneration and motivation</li> </ol>	<ol style="list-style-type: none"> <li>1. Timely provision of their employment benefits and other statutory benefits</li> <li>2. Significant improvement of their working environment</li> <li>3. Timely remuneration and motivation</li> <li>4. Short and long on-job training</li> </ol>	H
4	NGO'S/FBO/CBO	<ol style="list-style-type: none"> <li>1. Technical supervision</li> <li>2. Advisory services and facilitation</li> <li>3. A conducive environment for NGO operations</li> <li>4. Operational permits and guidelines</li> </ol>	<ol style="list-style-type: none"> <li>1. A conducive environment for their operations</li> <li>2. Non cumbersome registration and operational procedures</li> <li>3. Timely acquisition of operational permits, guidelines and certification</li> <li>4. Adequate access to required information from the Council</li> </ol>	H
5	Central Government /PO-RALG	<ol style="list-style-type: none"> <li>1. Implementation of policies and guidelines</li> <li>2. Link the central government and community</li> <li>3. Preparation of audit and special reports</li> <li>4. Preparation of reports on development projects funded by the Central Government Information on Council's operational activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Timely submission of quality reports and information</li> <li>2. The Council provides quality services to the community</li> <li>3. Timely and quality annual performance reports</li> <li>4. Timely submission of audit reports and special reports</li> <li>5. The Council will implement policies/guidelines as required</li> </ol>	
6	Financial Institutions- NMB, CRDB, TPB, DTB, NBC, TCB, TADB, other Banks and SACCOS	<ol style="list-style-type: none"> <li>1. A conducive environment for the operations of financial institutions</li> <li>2. Community education on the importance of financial institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Effective participation in the Council development processes</li> <li>2. Timely access to needed information and reports</li> <li>3. Increase in customers and profitability</li> </ol>	H



S/NO	Name of Stakeholders	Service provided by Council	Stakeholder Expectation	RANK
7	Investors/ Development Partners (DP)	<ol style="list-style-type: none"> <li>1. A conducive investment climate</li> <li>2. Linking potential investors with the community</li> <li>3. Technical advice on investment issues</li> </ol>	<ol style="list-style-type: none"> <li>1. To take advantage of the conducive investment climate .</li> <li>2. Adequate cooperation in discharging their responsibilities</li> <li>3. Access to public information whenever required</li> </ol>	H
8	Communication Institutions (TTCL, AIRTEL, HALOTEL, VODACOM and TIGO)	<ol style="list-style-type: none"> <li>1. A conducive environment for operations of communication companies</li> <li>2. Community education on the importance of services provided by the communication companies</li> </ol>	<ol style="list-style-type: none"> <li>1. The community will continue to use and value their services</li> <li>2. To receive and use information provided by the Council for improvement of services</li> <li>3. Sustained profitability</li> </ol>	
9	Councilors	<ol style="list-style-type: none"> <li>1. Preparation and timely presentation of implementation reports</li> <li>2. Monthly remuneration</li> <li>3. Full collaboration and cooperation by Council staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Timely remuneration and other forms of motivation</li> <li>2. To receive the needed information and reports in good time and format</li> </ol>	H
10	Business community	<ol style="list-style-type: none"> <li>1. Provision of business licenses</li> <li>2. Establishment of business places</li> <li>3. Business consultancy</li> <li>4. Adequate security for businesses and in the operating environment</li> <li>5. Provision of laws, regulations and guidelines</li> </ol>	<ol style="list-style-type: none"> <li>1. Timely provision of business licenses</li> <li>2. Conducive business environment</li> <li>3. Good cooperation</li> <li>4. Accurate and timely information on business matters</li> </ol>	M
11	Mass Media	<ol style="list-style-type: none"> <li>1. Information on Council's operations/ activities</li> <li>2. Answers to questions and queries raised</li> </ol>	<ol style="list-style-type: none"> <li>1. Timely and accurate information on Council activities</li> <li>2. Timely response to questions and queries</li> <li>3. Recognition of the role of the media and adequate cooperation with Council staff</li> </ol>	H

S/NO	Name of Stakeholders	Service provided by Council	Stakeholder Expectation	RANK
12	Religious Institutions	<ol style="list-style-type: none"> <li>1. A conducive environment for worshipping and other religious activities</li> <li>2. Appropriate information on Council plans and services as may be required</li> <li>3. Issuance of building permits and conference permits</li> </ol>	<ol style="list-style-type: none"> <li>1. Adequate cooperation and collaboration with the Council on matters of mutual interest.</li> <li>2. Timely provision of Information</li> <li>3. Non cumbersome procedures for acquisition of permits for building, conferences and other religious activities</li> </ol>	H
13	Donors/ Development Partners	<ol style="list-style-type: none"> <li>1. Project plans and write-ups</li> <li>2. Feedbacks through reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Timely issuance of project plans and write-ups</li> <li>2. Timely and appropriate correspondence and reports</li> </ol>	H
14	Government Institutions (Government Agencies, Authorities eg MBEYAUWSA, TANROADS, TARURA, TRA etc)	<ol style="list-style-type: none"> <li>1. Oversight and coordination of activities under the Council's overall development framework to enhance effectiveness of</li> <li>2. Facilitation and cooperation</li> <li>3. Transparency and accountability</li> <li>4. Information (Data)</li> </ol>	<ol style="list-style-type: none"> <li>1. Transparency</li> <li>2. Payment for services provided</li> <li>3. Effective cooperation and coordination-at Council level</li> <li>4. Timely and appropriate reports</li> </ol>	M
15	Judiciary and Legal Institutions	<ol style="list-style-type: none"> <li>1. Permits</li> <li>2. Information</li> <li>3. Legal services</li> </ol>	<ol style="list-style-type: none"> <li>1. Timely provision of permits</li> <li>2. Timely and adequate information</li> <li>3. Appropriate legal service</li> </ol>	H
16	Food system management	<ol style="list-style-type: none"> <li>1. Facilitation of food system activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Access to safe, quality and affordable food in the City Council.</li> </ol>	H



## 2.5 SWOC Analysis

The SWOC analysis was participatory and involved Mbeya City Council Management Team, selected key informants, WDC, DCC, Councilors, women, youth and people with disability, political parties and other stakeholder representatives during the Strategic Planning process. The analysis looked into the respective internal strengths and weaknesses which impact the Council's performance positively and negatively. Also, an analysis was done to identify opportunities and challenges (external factors), which affect the Council's operations. Several key primary factors were considered including leadership, human resources, service delivery procedures, policies and strategies, financial resources and technology as summarized in Table 2.15.

**Table 2.15:** Analysis of Strengths and Weaknesses(internal factors)

Criteria	Strengths	Weaknesses
Leadership	<ol style="list-style-type: none"> <li>1. Skilled and experienced leadership</li> <li>2. Presence of strong and committed leaders</li> <li>3. Well set up organization structure with sound communication system</li> <li>4. Good governance and accountability</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate knowledge and skills in administration and management for some of the leaders</li> <li>2. Inadequate working tools</li> <li>3. The tendency of some leaders to arrive late for meetings</li> </ol>
Human Resource	<ol style="list-style-type: none"> <li>1. Skilled personnel</li> <li>2. Team spirit</li> <li>3. Committed and dedicated human resource</li> <li>4. Regular staff meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate human resource in some departments and at lower levels</li> <li>2. Low motivation</li> <li>3. Inadequate office space</li> <li>4. Low competency and skills among some staff</li> <li>5. Inadequate and out dated tools and facilities</li> </ol>
Service Delivery	<ol style="list-style-type: none"> <li>1. Capacity to provide quality service timely</li> <li>2. Guidelines and instructions for service delivery</li> <li>3. Accountability and transparency</li> <li>4. Availability of basic Infrastructures</li> </ol>	<ol style="list-style-type: none"> <li>1. Delays in effecting payment to service providers</li> <li>2. Inadequate communication among departments</li> <li>3. Inadequate working tools</li> <li>4. Inadequate database management system</li> <li>5. Inadequate and out dated facilities</li> </ol>

Criteria	Strengths	Weaknesses
Policy and strategies	<ol style="list-style-type: none"> <li>1. Presence of Council Strategic Plan</li> <li>2. Presence of Council Social Economic Profile</li> <li>3. Presence of Investment Profile</li> <li>4. Essential bylaws, directives, rules and regulations in place</li> </ol>	<ol style="list-style-type: none"> <li>1. Inability to implement fully the Council plans</li> <li>2. Abrupt changes in Plans and Budgets during implementation</li> <li>3. Weak enforcement of laws and regulations</li> </ol>
Financial Resources	<ol style="list-style-type: none"> <li>1. Presence of skilled and professional staff</li> <li>2. Adequate capacity for law enforcement</li> <li>3. Availability of reliable sources of revenue</li> </ol>	<ol style="list-style-type: none"> <li>1. Failure to achieve collection targets for all revenue sources</li> <li>2. Low and delayed revenue collection</li> <li>3. Insufficient incentives for revenue collectors and payers</li> </ol>

**Table 2.16:** Analysis of Opportunities and Challenges(External Factors)

Criteria	Opportunities	Challenges
Community	<ol style="list-style-type: none"> <li>1. Presence of training institutions</li> <li>2. Cooperation available from different stakeholders including private sector, civil society organizations and the citizenry.</li> <li>3. Existing peace and tranquility in the City.</li> <li>4. Strategic geographical location</li> </ol>	<ol style="list-style-type: none"> <li>1. Political interference</li> <li>2. Presence of negative cultural traits</li> <li>3. Inadequate community participation in Council plans</li> </ol>
Leadership	<ol style="list-style-type: none"> <li>1. Government stability</li> <li>2. Support from the Central Government</li> <li>3. Availability of training Institutions</li> <li>4. On-going public service reforms</li> </ol>	<ol style="list-style-type: none"> <li>1. Delay in decision making</li> <li>2. Unnecessary political interference in technical issues and in discharging Council services</li> </ol>
Human Resource	<ol style="list-style-type: none"> <li>1. Availability of human capital in the labor market</li> <li>2. Council's strategic standing as capital of Mbeya Region</li> <li>3. Government support</li> <li>4. Availability of training institutions for long and short term training</li> <li>5. The on-going public service reforms</li> </ol>	<ol style="list-style-type: none"> <li>1. Unnecessary political interference</li> <li>2. Insufficient skilled human resources for certain professional cadres on the labor market</li> <li>3. Maintaining gender balance</li> <li>4. Lack of access to appropriate training materials</li> <li>5. Delays in funding disbursement and inadequacy of funds</li> </ol>



Criteria	Opportunities	Challenges
Technology	<ol style="list-style-type: none"> <li>1. Presence of data management system</li> <li>2. Qualified professional staff to cope with changing technology</li> <li>3. Availability of network</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate professional staff</li> <li>2. Inadequate working tools</li> </ol>
Service Delivery	<ol style="list-style-type: none"> <li>1. Availability of various processing technologies on the market</li> <li>2. Basic infrastructure in place</li> <li>3. Financial Capability</li> <li>4. The on-going public sector reforms</li> <li>5. Reliable support from the Central Government</li> <li>6. Availability of different stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Limited budget</li> <li>2. Inadequate compliance with laws, rules and regulations</li> <li>3. Inadequate and outdated facilities</li> </ol>
Policy and strategies	<ol style="list-style-type: none"> <li>1. The Local Government Act of 1982</li> <li>2. Policies and guidelines from Central Government</li> <li>3. Tanzania Vision 2025</li> <li>4. The Ruling Party Election Manifesto</li> </ol>	<ol style="list-style-type: none"> <li>1. Frequent changes in policies and strategies</li> <li>2. Frequent changes in policy priorities</li> <li>3. Conflict between laws</li> </ol>
Financial Resources	<ol style="list-style-type: none"> <li>1. Sustainable Central Government support</li> <li>2. Adequate financial institutions in place</li> <li>3. Considerable support from Development Partners</li> </ol>	<ol style="list-style-type: none"> <li>1. Insufficient and delays in flow of funds</li> <li>2. High interest rates charged by financial institutions</li> </ol>
Technology	<ol style="list-style-type: none"> <li>1. Availability of modern technology on the market</li> <li>2. Training institutions for capacity building of staff on changing technologies in place</li> <li>3. The on-going public sector reform</li> </ol>	<ol style="list-style-type: none"> <li>1. Low capacity to cope with changing technologies</li> <li>2. Frequent changes in technology</li> </ol>

## 2.6 Analysis of Critical Issues

The following issues were identified as very critical for Mbeya City Council, and thus had to be addressed in the Strategic Plan.

**Table 2.17: Critical Issues at Mbeya City Council**

No.	Critical Issue	Impact on Implementation of the SP
1.	Political interference in implementation of the duties and responsibilities of the City Council and other stakeholders	<ul style="list-style-type: none"> <li>• Confusion in implementation of Council responsibilities and duties, thus undermining effectiveness and efficiency of activities.</li> <li>• Budget priorities are not maintained throughout implementation</li> </ul>
2.	Inefficiency in service delivery	<ul style="list-style-type: none"> <li>• Extensive underdeveloped community services and facilities</li> <li>• Complaints and dissatisfaction in communities</li> <li>• Conflicts and misunderstandings between service providers and beneficiaries</li> </ul>
3	Unplanned settlements	<ul style="list-style-type: none"> <li>• Difficulties in services delivery</li> <li>• Increase of communicable diseases</li> <li>• Illegal construction and settlements</li> <li>• Environmental degradation</li> <li>• Disputes over land issues</li> </ul>
4	Scarcity of land for development	<ul style="list-style-type: none"> <li>• Huge budget for development projects involving compensation</li> <li>• Land conflicts</li> </ul>
5	Shortage of staff	<ul style="list-style-type: none"> <li>• Considerable Council own resources used to pay provisional employees</li> <li>• Inefficient services</li> <li>• Low performance achievement</li> </ul>
6	Inadequate Council offices and located in different buildings	<ul style="list-style-type: none"> <li>• Much time spent looking for some services</li> <li>• Unnecessary delays in service delivery</li> <li>• Misuse of resources</li> <li>• Confusion among beneficiaries looking for services</li> </ul>
7	Inadequate transport facilities	<ul style="list-style-type: none"> <li>• Delays in service delivery</li> <li>• Misuse of resources</li> <li>• Inefficiency in service provision</li> </ul>
8	Poor working environment	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Exposure of staff to health risks</li> <li>• High risk of corruption</li> <li>• Unnecessary bureaucracy</li> </ul>



No.	Critical Issue	Impact on Implementation of the SP
9	Delay in payment to service providers	<ul style="list-style-type: none"> <li>• Inadequate service delivery</li> <li>• High risk of sabotage of services and facilities</li> <li>• Indebtedness to service providers</li> </ul>
10	Increase of street children and beggars	<ul style="list-style-type: none"> <li>• Environmental pollution</li> <li>• Increase of communicable diseases</li> <li>• High risk of new HIV transmission</li> <li>• Inadequate accountability to the community</li> <li>• Need for budget re allocation and expenditure for the care of vulnerable children and other groups in very difficult circumstances</li> </ul>
11	Absence of City Court	<ul style="list-style-type: none"> <li>• Failure to resolve Council's revenue cases on time</li> </ul>
12	Inadequate and poor education and health facilities and infrastructure	<ul style="list-style-type: none"> <li>• Quality of community health and education services compromised</li> <li>• Low accountability of the Council for the basic needs of the community</li> </ul>
13	Lack of food system action plan	<ul style="list-style-type: none"> <li>• Inadequate interventions to enhance the food system in Council plans.</li> </ul>
14	Lack of one stop center	<ul style="list-style-type: none"> <li>• Delay in resolving Council revenue cases on time</li> </ul>

# CHAPTER THREE

## PERFORMANCE REVIEW OF THE FIVE YEARS STRATEGIC PLAN FOR 2019/2020 – 2023/2024

### 3.1 Introduction

This section reviews the performance of the previous Strategic Plan of Mbeya City Council which was implemented from 2019/2020 to 2023/2024. The previous Vision was “Reliability, Professionalism and Care in Service Delivery” and the Mission Statement was “Using Appropriate Resources and Complying with Standards in Service Delivery”. The clarion call was “Our Excellency is Your Satisfaction”

During the implementation of the Strategic Plan for 2019/2020 to 2023/2024, the Council was guided by the objectives to:

- Improve services and reduce HIV/AIDS infection
- Enhance and sustain effective implementation of the National Anti corruption Strategy
- Improve access, quality and equitable social services delivery.
- Increase quantity and quality of social services and Infrastructure
- Enhance good governance and administrative services
- Improve social welfare, gender and community empowerment
- Improve emergency and disaster management
- Strengthen implementation of the Council’s mandated functions

Review of the previous Mbeya City Council Strategic Plan implemented from 2019/2020 to 2023/2024 was necessary to assess the level of performance by the Council, by identifying key success factors and performance obstacles. The evaluation also helped to provide lessons for the next Five Year Strategic Plan (2025/2026-2029/2030) that the Council needs to take into account. The performance review of the previous five year Strategic Plan (2019/2020 to 2023/2024) involved the systematic collection and analysis of data on activities implemented against expected results. The major focus was on whether targets were achieved or not, and if not why. Thus, the performance review was a comprehensive ex-post assessment that also provided lessons that can be applied to improve the new strategic plan.

The performance review shows that the Council generally achieved substantially on its strategic objectives and corresponding targets. Some of those targets which were not met were duly considered in the new 2025/2026-2029/2030 strategic plan based on the existing situation. The Council recorded good performance across all Divisions and Units as summarized in the following matrices.



**Table 3.1:** Administration and Human Resources Management

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Awareness on HIV/AIDS among 264 Council staff increased by June 2024	<ul style="list-style-type: none"> <li>Awareness on HIV/AIDS raised among 317 staff.</li> <li>Voluntary HIV/AIDS testing service provided to 183 staff.</li> <li>There was no expenditure to subsidize nutrition for people living with HIV/AIDS.</li> </ul>	Shortage of resources	To increase resources for implementation of high impact HIV/AIDS interventions for staff	
264 Council employees capacitated to combat petty and grand corruption by June 2024.	Quarterly awareness creation seminars on corruption prevention conducted for over 339 employees.	Shortage of resources		
Permanent office buildings for 20 Wards constructed and rehabilitated by June 2024.	15 wards offices Constructed.	Shortage of resources	Allocation of adequate funds	
Permanent office buildings for 33 Mitaa offices constructed and rehabilitated by June, 2024.	27 Offices constructed.	Shortage of resources	Allocation of adequate funds	
Working environment and conditions for 4,000 staff improved by June 2024.	<ul style="list-style-type: none"> <li>Quarterly meetings for WEOs and MEOs conducted annually.</li> <li>Working environment for 300 staff improved.</li> </ul>	The working relationship between the higher level leadership and lower levels needs improvement.		

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Working environment and conditions for 50 Councilors improved by June 2024.	<ul style="list-style-type: none"> <li>48 Councilors were paid their monthly statutory benefits.</li> <li>20 Council meetings were conducted.</li> </ul>	Political interference in discharge of administrative functions	The politicians should desist from unnecessary interference in discharge of professional /technical matters	
19 National festivals coordinated by June 2024.	10 National festivals coordinated and 9 were not due to COVID 19 pandemic	COVID -19 pandemic	Reschedule activities and allocate new budget	
Proportion of 3,500 staff benefitting directly from Human Resources schemes increased by June 2024.	<ul style="list-style-type: none"> <li>150 staff promoted</li> <li>600 staff undertook different trainings</li> <li>Salary arrears to the tune of Tshs. 69,000,150/- paid</li> <li>Leave allowance and staff loan services were provided.</li> </ul>	Shortage of funds	Allocation of more funds	
Number of qualified staff of different cadres increased from 68 to 120 by June 2024	<ul style="list-style-type: none"> <li>103 staff of different cadres have been employed, adding up to a total of 356 employees.</li> </ul>	Shortage of funds	Allocate more funds for recruitment of staff	
Timely Production of Reports and efficiency in running of Lawson system enhanced by June 2024	<ul style="list-style-type: none"> <li>Increased efficiency in running the Lawson system'</li> <li>Quarterly report prepared and disseminated.</li> </ul>	Shortage of office equipment and inadequate internet services	Allocation of more funds	



STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Quarterly supportive supervision to 36 wards enhanced by June 2024	<ul style="list-style-type: none"> <li>30 motorcycles procured and distributed to 15 ward offices.</li> <li>36 ward offices capacitated with Tshs. 216,000,000/- to cover monthly office running expenses</li> </ul>			
Enable 3 Internal Audit staff to audit revenue and expenditure of the Council monthly by June 2024	<ul style="list-style-type: none"> <li>10 Internal audit reports on Council revenue and expenditure were prepared.</li> <li>Increased efficiency in collecting Council revenue and reduction in unnecessary expenditure.</li> </ul>	Shortage of resources	Allocation of more funds	
Timely preparation of quarterly Internal audit reports ensured by June 2024	<ul style="list-style-type: none"> <li>20 quarterly Internal audit reports were prepared annually.</li> <li>87 development projects audited at lower and higher level in order to assess value for money in each project.</li> <li>Maintenance of proper record keeping.</li> <li>Council transactions were properly executed and management decisions were made on time</li> </ul>			
Clean audit report acquired by the Council by June 2024	<ul style="list-style-type: none"> <li>Council achieved clean audit report for 5 years consecutively from 2019/2020 to 2023/2024.</li> <li>5 auditing committees convened annually.</li> <li>Supervision and auditing of development projects in 36 wards and Mitaa conducted annually.</li> </ul>			

**Table 3.2: Community Development, Gender and Children**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
HIV/AIDS awareness increased from 80% to 95% among the community by June 2024	<ul style="list-style-type: none"> <li>HIV, AIDS and life skills trainings provided in 40 secondary schools out of 50 targeted.</li> <li>HIV and AIDS education provided in 2 hot spots areas out of 2 targeted.</li> <li>HIV/AIDS prevention messages communicated in 30 Wards out of 36 wards.</li> </ul>	Shortage of resources		
Community income increased from 3% to 7% by June 2024	<ul style="list-style-type: none"> <li>20 business exhibitions to promote small-scale entrepreneurs products were conducted.</li> <li>15 economic groups comprising of 100 members were facilitated and registered.</li> <li>89 leaders from 21 economic groups were trained on leadership and entrepreneurship skills.</li> <li>Quarterly meetings for district loan committee were conducted.</li> <li>32 women groups comprising of 104 members received loans from Council's own sources.</li> <li>10 groups comprising of 41 people with disabilities, out of 12 groups, were provided with soft loans from Council's own sources.</li> <li>18 youth groups comprising of 98 members received loans from the Council's own sources.</li> </ul>	Shortage of funds		



**Table 3.3: Land and Natural Resources**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Unplanned settlements in 36 Wards improved by June 2024.	<ul style="list-style-type: none"> <li>Unplanned settlements in 30 wards were improved.</li> </ul>	Shortage of funds	Allocation of budget	
Public awareness on land issues in 36 wards improved by June 2024.	<ul style="list-style-type: none"> <li>Public awareness activities on land matters were implemented in 36 wards.</li> </ul>	Shortage of funds	Allocation of budget	
Maintenance and beautification of 18 recreation areas in planned areas by June 2024	<ul style="list-style-type: none"> <li>Maintenance and beautification was done in 5 recreation areas</li> </ul>	Shortage of funds	Allocation of budget	
Urban pollution to be controlled by June 2024	<ul style="list-style-type: none"> <li>Bylaws on the environment and sanitation strengthened to control urban pollution.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate knowledge on separating wastes at source in the community</li> <li>Poor solid waste management system.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of education on waste management to community</li> <li>Allocation of more resources</li> </ul>	
Environmental Impact Assessment and Audits improved by 2024	<ul style="list-style-type: none"> <li>Environmental Impact Assessment and Audits for projects conducted.</li> </ul>	Shortage of funds	<ul style="list-style-type: none"> <li>Allocation of funds</li> </ul>	

**Table 3.4: Elections**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Conducive working environment for the Elections section by June 2024	<ul style="list-style-type: none"> <li>36 assistant returning officers in 36 Wards were appointed and recruited.</li> <li>501,403 voters were registered.</li> <li>Election materials were efficiently distributed to all levels on time.</li> <li>Election campaigns within 36 wards and 181 Mitaa were supervised successfully.</li> <li>The National elections were conducted successfully</li> </ul>			

**Table 3.5: Finance and Trade**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Own source revenue collection increased from Tshs 12,942,473,000 billion to Tshs 18,663, 772,254.03 billion by June 2024	<ul style="list-style-type: none"> <li>Own source revenue collection increased from 92% to 102.15%</li> </ul>	Shortage of funds	Allocation of budget	
4 quarterly and 5 yearly financial reports produced by June 2024	<ul style="list-style-type: none"> <li>Reports were prepared for all 4 quarterly and 5 yearly financial reports were prepared .</li> </ul>	Shortage of funds	Allocation of budget	



STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
100% of all approved payments were processed accurately and disbursed in time by June 2024	<ul style="list-style-type: none"> <li>100% of all approved payments were processed accurately and timely disbursed by June 2024</li> </ul>	Shortage of funds	Allocation of budget	
Registration of new sources of revenue (from 14 to 21) and enhanced quarterly monitoring of the existing 10 markets by June, 2024.	<ul style="list-style-type: none"> <li>100 new business licenses registered</li> <li>5 markets rehabilitated and one new market constructed</li> </ul>	Shortage of funds	Allocation of budget	

**Table 3.6:** Planning, Monitoring and Evaluation

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
500 Council projects in 36 wards properly supervised and monitored annually by June, 2024	500 Council projects properly monitored and evaluated thus ensuring value for money in implementation of development projects.	<ul style="list-style-type: none"> <li>Shortage of funds</li> <li>Considerable damage to facilities and infrastructure by the heavy rains and unanticipated costs of emergency projects</li> <li>Emergencies resulting from land slides</li> </ul>	<ul style="list-style-type: none"> <li>Allocate budget</li> <li>Provision of assistance to people affected by landslide in Itezi ward</li> </ul>	

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Annual Plans and Budgets prepared and submitted to respective authorities by June 2024	<ul style="list-style-type: none"> <li>Council Annual Plans and Budgets prepared and submitted to respective authorities.</li> <li>Annual plans executed successfully according to the approved budget and guidelines</li> </ul>	Shortage of funds to conduct improved O&OD	To raise funding from development partners	O &OD Conducted down to WDC level

**Table 3.7:** Infrastructure, Rural and Urban Development Division

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Supportive supervision and management of works departmental staff ensured by June 2024	<ul style="list-style-type: none"> <li>10 Community development officers trained on behaviour change management</li> <li>7 staff from planning and statistics, works and education trained on monitoring and evaluation.</li> </ul>	Shortage of funds	Allocation of budget of training	
Accessibility to public services /facilities increased by June 2024	<ul style="list-style-type: none"> <li>3 waste compartments constructed at Nsalaga dams</li> </ul>	Heavy rainfall	Strengthen supervision	
Assets Management ,and Operation and maintenance (O&M) improved by June 2024	<ul style="list-style-type: none"> <li>Council risk management policy is in place</li> <li>Knowledgeable staff on risk management, prevention and mitigation</li> <li>Most of the data on assets uploaded to SOMMA System</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of funds to conduct daily monitoring of risk indicators</li> <li>Few staffs have knowledge of the SOMMA System</li> </ul>	Allocation of budget for conducting daily monitoring of risk indicators	



STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
3 KM of City roads upgraded/ rehabilitated by June 2024	<ul style="list-style-type: none"> <li>Rehabilitation of Maktaba Road- 0.49 km</li> <li>Rehabilitation of Mbwiga road -0.55 km</li> </ul>	<ul style="list-style-type: none"> <li>Damage to roads due to excessive rainfall</li> <li>Delays in disbursement of funds</li> </ul>	Enhances to disbursed fund on time	
Strategic urban development and management strengthened June, 2024	<ul style="list-style-type: none"> <li>Engineers, GIS expert and town planners received training and are able to create road profiles, road models and link GIS with Auto Card.</li> <li>149 WEOs and MEOs trained on laws and regulations governing urban development.</li> </ul>	<ul style="list-style-type: none"> <li>Delay in procurement of the required internet security</li> <li>Shortage of funds</li> <li>Shortage of computers at Ward level</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of budget for procurement of the required internet security</li> <li>Allocation of budget for procurement of computers for the ward level</li> </ul>	
Quality buildings constructed and renovated in the Council by June, 2024	Public and private building works inspected, supervised and monitored	<ul style="list-style-type: none"> <li>Shortage of funds to make daily supervision</li> </ul>	Allocation funds for monitoring and supervision of buildings	
Rehabilitation and maintenance of streetlights enhanced by June, 2024	120 street lights maintained	<ul style="list-style-type: none"> <li>Shortage of funds to install street lights all over the city</li> </ul>	Allocation funds to install street lights	

**Table 3.8: LEGAL SERVICES**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Complaints among citizens are reduced by June 2024.	Complaints among citizens significantly reduced through provision of legal education and engaging the ward tribunal members in conflict resolution.	<ul style="list-style-type: none"> <li>Many people do not attend meetings</li> <li>Lack of performance allowances for ward tribunals due to insufficient resources from the Council</li> <li>Insufficient budget for the Legal Services Unit to reach all wards tribunals</li> </ul>	<ul style="list-style-type: none"> <li>To provide more legal education to the public</li> <li>The Council should provide more resources to ward tribunals</li> <li>Increase the Legal Services Unit budget to reach all ward tribunals</li> </ul>	
Working environment in the Legal Services Unit improved by June 2024.	The Legal Services Unit working environment improved by 70% through provision of working tools such as law books and court attire and facilitation of professional trainings.	<ul style="list-style-type: none"> <li>Inadequate facilities like laptops, desk top computers, printers etc</li> <li>Insufficient Unit budget to cover training needs</li> <li>The need to purchase new editions of law books as they are revised regularly</li> </ul>	<ul style="list-style-type: none"> <li>Provide essential working tools including computers</li> <li>Increase the Unit budget to meet priority training needs and regular procurement of revised law books</li> </ul>	



**Table 3.9: INFORMATION AND COMMUNICATION TECHNOLOGY**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Management of information systems enhanced by June 2024	<ul style="list-style-type: none"> <li>31 electronic systems managed and supervised for the benefit of the Council.</li> <li>230 user's internet security procured and installed in headquarter desktops and laptops.</li> <li>3 ICT staff were provided with working tools.</li> <li>50% of the City Council buildings have local area network connections</li> <li>One official website and social media platforms maintained.</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of funds</li> <li>Delay in disbursement of funds</li> <li>Shortage of staff</li> <li>Shortage of funds to cover all buildings with local area network</li> </ul>	<ul style="list-style-type: none"> <li>Increased budget for the units</li> <li>Request central government to allocate ICT staff</li> </ul>	-
Availability of information about the Council through multimedia systems enhanced by June 2024.	<ul style="list-style-type: none"> <li>Radio and TV talk shows, interviews, and press releases, involving Mbeya City Council Officials undertaken .</li> <li>Assorted information and promotional materials including fliers, brochures, diaries, calendars and seasons' cards produced and distributed to stakeholders at different levels</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of staff</li> <li>Shortage of funds</li> <li>Lack of media policy</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of a budget to fund Radio programmes</li> <li>Request for human resources support from Central Government</li> </ul>	

**Table 3.10: AGRICULTURE, LIVESTOCK AND FISHERIES**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Agriculture Extension Services in 36 wards improved by June 2024.	<ul style="list-style-type: none"> <li>32 demonstration plots for agricultural activities at Nanenane ground rehabilitated and facilitated.</li> <li>Quarterly monitoring and supervision of agricultural activities in 30 wards conducted 25 staff enabled to attend seminars on disease and disaster management</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate tools and equipment</li> <li>Shortage of funds</li> </ul>	Council to prepare plans and allocate more funds for improvement of extension services	
Crop production in 15 wards increased from 200 tons to 1200 tons by June 2024.	<ul style="list-style-type: none"> <li>Crop production in 15 wards was improved from 200 tons to 1,200 tons.</li> <li>Useful data on food and agricultural production collected and managed.</li> <li>Best farmer's competitions conducted in 15 wards annually.</li> </ul>	Growing of grafted fruits seedlings herbs and spices among farmers was minimal.		
Disaster relief services provided in 36 Wards by June, 2024.	63% of the relief services needs resulting from one landslide and two disasters that occurred during the period provided	Shortage of funds	Allocation of budget	
Livestock and Fisheries advisory services in perturbing wards improved by June, 2024.	<ul style="list-style-type: none"> <li>10 staff supported to attend annual scientific conference.</li> <li>4 quarterly division meetings conducted.</li> </ul>	Shortage of funds	Allocation of budget	



STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Cooperative advisory services to 36 wards improved by June, 2024.	<ul style="list-style-type: none"> <li>• Routine Inspection and audit of 70 cooperative societies were facilitated.</li> <li>• Community sensitization conducted in 36 wards and 70 cooperative societies formed.</li> <li>• Capacity building on cooperative development provided to 430 members of cooperative societies.</li> <li>• 10 staff out 15 staff sponsored to undertake short term training</li> <li>• 10 staff supported to participate in activities for commemoration of World Cooperative day.</li> </ul>	Shortage of funds	Allocation of budget	
Vegetable production per hectare increased from 80 tons to 130 tons by 2024	Vegetable production per hectare increased to 130 tons.	Shortage of funds	Allocation of budget	
Fisheries productivity and advisory service improved by June, 2024.	Fisheries advisory activities facilitated.	Shortage of funds		
Availability and consumption of vitamin A rich foods in 36 wards enhanced by June 2024	15 wards were facilitated to increase the production of vitamin A rich foods			

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Livestock health, productivity and advisory services improved in Peri Urban wards by June 2024.	<ul style="list-style-type: none"> <li>210 cattle and 340 Goats vaccinated against anthrax disease.</li> <li>Division staff participated in 10 exhibitions annually.</li> <li>15 staff trained on artificial insemination.</li> <li>15 livestock facilities inspected annually.</li> </ul>			

**Table 3.11: PROCUREMENT AND MANAGEMENT UNIT**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Transparency in procurement enhanced by June 2024.	<ul style="list-style-type: none"> <li>Eligible bidders increased from the average of 500 to 1205</li> <li>Number of complaints in tendering process reduced</li> </ul>	Low awareness of bidders on tendering through NeST	Provision of education to bidders on tendering procedures	
Involvement of special groups in implementing Annual Procurement Plan enhanced by June 2024.	<ul style="list-style-type: none"> <li>100 % of all activities implemented under the Annual Procurement Plan involved</li> <li>Special groups.</li> </ul>		Continue involving special groups in implementing the Annual Procurement Plan	
Working environment for PMU staff improved by 2024.	Photocopy machine and furniture for PMU staff procured	Shortage of funds	Preparation of budget to purchase the required working tools for staff	
Performance and decision making in procurement processes improved by June 2024.	<ul style="list-style-type: none"> <li>13 PMU staff trained on TANEPS from PPRA.</li> <li>13 PMU staff undertook</li> <li>Continuous Professional Development (CPD) from PSPTB.</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of funds</li> <li>No training was conducted for tender board and PMU staff regarding PPA</li> </ul>	PMU Staffs continue provision of training	



**Table 3.12: PRIMARY EDUCATION DIVISION**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Conducive teaching and learning environment in 105 government primary schools enhanced by June, 2024	<ul style="list-style-type: none"> <li>2 new English medium primary government schools established.</li> <li>86 classrooms constructed in different primary schools.</li> <li>6322 desks procured for 78 primary schools.</li> <li>296 pit latrines constructed in different primary schools .</li> <li>8 sports grounds have been developed in 8 primary schools</li> <li>2 administration blocks have been constructed in 2 primary schools</li> </ul>	Inadequate funds to complete construction of school infrastructure	Mobilise the community and other education stakeholders to participate in overcoming school infrastructure challenges.	Conducive teaching and learning environment in 105 government primary schools enhanced by June, 2024
Teaching and learning environment for teachers in primary school enhanced by June 2024	<ul style="list-style-type: none"> <li>Disbursement of funds for Elimu Msingi Bila Malipo (Free education funds) to 78 primary school every month.</li> <li>Disbursement of responsibility allowances to 81 head teachers and 35 ward education officers</li> </ul>	Disbursement of responsibility allowances to 9 ward education officers was not effected on time	Reallocation done, payments of 35 ward education officers on going.	
1823 students from 105 primary schools to participate in UMISHUMITA games annually by June 2024	1823 pupils from 105 schools participated in the UMISHUMITA games every year.	Inadequate funding	Mobilise stakeholders for support	
Employment benefits to 1912 private and government primary school teachers and other workers in 93 primary schools fulfilled by June 2024.	<ul style="list-style-type: none"> <li>98.5% of teachers have been paid their leave expenses.</li> <li>84 teachers have been paid moving expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate and late release of funds from the Central Government.</li> <li>Own sources revenue was used for payment of moving expenses for retired teachers.</li> </ul>	Funds for moving and leave expenses from the Central Government should be disbursed in time	

**Table 3.13: SECONDARY EDUCATION DIVISION**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Academic performance raised from F and D to A, B and C pass by June 2024	<ul style="list-style-type: none"> <li>Form four performance improved from 87% in 2019/2020 to 92.7% in 2023/2024.</li> <li>Form six performance rose from 99.3% in 2019/2020 to 99.8% in 2023/24.</li> </ul>	<ul style="list-style-type: none"> <li>Performance in form II examinations declined from 95% in 2019/2020 to 89 in 2023/2024</li> <li>Truancy for some of students</li> <li>Shortage of science teachers</li> </ul>	<ul style="list-style-type: none"> <li>Increase budget for secondary education</li> <li>Request for employment of more science teachers</li> <li>Form teacher – student committees to reduce truancy</li> </ul>	
Teaching and learning environment for 1,241 teachers and 30,000 students in 60 secondary schools improved by June 2024	<ul style="list-style-type: none"> <li>241 teachers were paid leave expenses.</li> <li>310 different staff entitlements including burial, moving expenses, disturbance allowances and medical refunds were paid.</li> </ul>	Inadequate resources	Increase the budget for moving and leaves expenses	
Form one students' enrollment increased from 24,000 in 2019/2020 to 30,000 in 2020/2024	<ul style="list-style-type: none"> <li>Form one student enrollment increased to 30,000 as a result of the free education policy.</li> <li>18410 form one students were enrolled in private schools</li> </ul>	Some students do not report to school even after they are selected	Strengthen measures to enable all students selected to join form one report to school	
Construction of basic secondary school infrastructures enhanced by June, 2024.	<ul style="list-style-type: none"> <li>850 classrooms constructed in different secondary schools between 2019/2020 and 2023/2024</li> <li>864 pit latrines, 5 dormitories, 21 laboratory sciences</li> <li>98 teacher's houses constructed in the same period</li> <li>Also procured were 34,165 chairs and tables, and the construction of 93 libraries</li> </ul>	Shortage of funds	To increase budget for construction of school infrastructures	



**Table 3.14: HEALTH, SOCIALWELFARE AND NUTRITION**

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
HIV/AIDS prevalence rate reduced from 6.1 to 5.3 by June 2024	Prevalence rate in Mbeya City Council has reduced to 5.3 %	High rate of migration from rural area	Strengthen HIV/AIDS interventions	
Infant mortality rate reduced from 20 to 14 per 1000 live births by June 2024	Infant mortality rate reduced to 12 per 1000 live births by 2024	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Inadequate transport facilities</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Morbidity due to Cardiovascular diseases reduced from 5.4% to 4.9 % of all OPD cases by June 2024	Proportion of cardiovascular diseases among all OPD cases reduced to 4.9 %	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Inadequate Transport facilities</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Maternal mortality rate reduced from 35 to 15 per 1000 live births by June 2024	Maternal mortality rate reduced from 35 to 19 per 1000 live births by 2024	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Inadequate transport facilities</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Under five mortality rate reduced from 20 to 15 per 1000 live births by June 2024	Under five mortality rate reduced to 15 per 1000 live births	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Inadequate transport facilities</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Perinatal mortality rate reduced from 60 to 40 Per 1000 Live births by June 2024	Perinatal mortality rate reduced to 15 per 1000 live birth	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Inadequate transport facilities</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Morbidity due to malaria as percentage of all OPD cases above five years of age reduced from 1.4% to 0.4% by June 2024	Morbidity due to malaria as percentage of OPD cases above 5 years reduced to 0.4%	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of fund</li> </ul>	Increase budget allocation	
Morbidity due to diabetes Mellitus as percentage of OPD cases above five years reduced from 2.6% to 2.4% of by June 2024	Morbidity due to diabetes Mellitus reduced to 2.4% of OPD cases above 5 years	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Morbidity due to Anemia as percentage of under five OPD cases reduced from 2.6% to 2.4% by June 2024	Morbidity due to Anemia reduced to 1%	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Shortage of skilled professional health cadres reduced from 49% to 46 % June 2024	Available skilled human resources for health is at 56%(a shortage of 44% with the most affected cadres being Medical Doctors, Assistant Environmental Health Officers, Dental Therapist, Laboratory staff, and Accounts Assistants)	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Shortage of medicines, medical equipment and diagnostic supplies reduced from 10 % to 7 % by June 2024	Availability of medicines, diagnostic supplies is at 7 % (shortage of medicines and medical supplies reduced to 3%)	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Good working condition status of medical equipment raised from 20 % to 25 % by June 2024.	31 Medical equipment (14 Autoclaves, 3 Ultrasound Machines, 5 Washing Machines, 9 Hematology Machines) maintained quarterly	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Community participation and involvement in health promotion actions strengthened from 75% to 80% by June 2024	<ul style="list-style-type: none"> <li>• Facility Governing Committees and a Council Health Service Board at Council Level</li> <li>• HFGC members from 23 health facilities trained on their roles and responsibilities</li> <li>• 264 community health workers identified and trained to deliver appropriate community health services.</li> </ul>			



STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Shortage of medicines, medical equipment and diagnostic supplies reduced from 10 % to 7 % by June 2024	Availability of medicines, diagnostic supplies is at 7 % (shortage of medicines and medical supplies reduced to 3%)	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Good working condition status of medical equipment raised from 20 % to 25 % by June 2024.	31 Medical equipment (14 Autoclaves, 3 Ultrasound Machines, 5 Washing Machines, 9 Hematology Machines) maintained quarterly	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Community participation and involvement in health promotion actions strengthened from 75% to 80% by June 2024	<ul style="list-style-type: none"> <li>• Facility Governing Committees and a Council Health Service Board at Council Level</li> <li>• HFGC members from 23 health facilities trained on their roles and responsibilities</li> <li>• 264 community health workers identified and trained to deliver appropriate community health services.</li> </ul>			
Prevalence of eye diseases among OPD cases above five reduced from 1% to 0.4% by June 2024	<ul style="list-style-type: none"> <li>• Prevalence rate of eye diseases among OPD cases above five reduced to 0.2%</li> <li>• More eye health centers were established including 5 Optometric Clinics, 6 Specialized Clinics, 2 Surgical Sites</li> <li>• The number of quarterly outreaches increased from 2 to 4</li> <li>• A number of screening programs were initiated including Diabetic retinopathy, Glaucoma and Retinoblastoma</li> <li>• Accessibility to eye drugs increased from 2 % to 4 %</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of staffs</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	

STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Stunting reduced from 31.8 % to 29% by June 2024	Stunting at regional level reduced to 30.5 %	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Coverage of MIYCAN at health facilities increased from 30.3% to 40% by June 2024	Coverage of MIYCAN maintained at 30.3 %	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Shortage of Health facilities/ Infrastructures at all levels in the Council reduced from 76% to 53% by June 2024	<ul style="list-style-type: none"> <li>• 3 health centres constructed</li> <li>• 2 dispensaries constructed</li> <li>• 1 Dispensary rehabilitated</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of staffs</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Health care waste management improved at facility level from 34% to 43% by June 2024	<p>Health care waste management facilities have been constructed including:</p> <ul style="list-style-type: none"> <li>• placenta pits at 5 health centers and 5 dispensaries</li> <li>• Incinerators at 4 health centers and 4 dispensaries</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Access to social services and protection of vulnerable groups improved from 80% to 90% by June 2024	<ul style="list-style-type: none"> <li>• Facilitated identification of people with disability</li> <li>• Facilitated identification of 13,758 elderly citizens</li> <li>• Provided ICHF cards to 218 elderly citizens</li> <li>• 182 MTAKUWWA Committees established</li> <li>• 37 People with Disability Committees established</li> <li>• Elderly citizen committees established at ward level.</li> <li>• 218 MVCs identified</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	



STRATEGIC OBJECTIVE	ACHIEVEMENT	CHALLENGES	WAY FORWARD	REMARK
Number of children in conflict with the law reduced from 13 to 9 by June 2024	Child cases executed in time and in accordance with the law.	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	
Capacity for management of emergencies/disaster preparedness and response strengthened from 26% to 30% by June 2024	Training on COVID 19 conducted for 17 health officers	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Shortage of funds</li> </ul>	Increase budget allocation	

# CHAPTER FOUR

## THE STRATEGIC PLAN FOR 2025/2026-2029/2030

### 4.1 Introduction

This chapter presents the Vision and Mission statement, long term goals, distinctive competences and core values of Mbeya City Council for the period 2025/2026 – 2029/2030.

### 4.2 Vision Statement

The Vision of the Council is “To be the best city council in Tanzania focused on providing sustainable human development by 2030”.

### 4.3 Mission Statement

The mission statement of the Council is “To provide high quality service to the City community in collaboration with stakeholders and enhance the enabling environment for industrialization and economic competitiveness.”

### 4.4 Long-Term Goals

In order to realize its Vision and Mission, Mbeya City Council's has the following current and long-term goals:

- Services improved and HIV/AIDS infections reduced
- Implementation of the National Anti-corruption Strategy enhanced and sustained
- Access to quality and equitable social services in the City Council improved
- Quantity and quality of economic services and infrastructure improved
- Good governance and administrative services enhanced
- Social welfare, gender and community development in Mbeya City Council enhanced
- Emergency preparedness and disaster management improved
- Management of natural resources and environment improved
- Information and communication technology improved.
- Food systems transformed
- Accessibility to safe, healthy and nutritious food in Mbeya City Council enhanced
- Conducive working environment improved



## 4.6 Distinctive Competencies

The following factors represent key competencies for the development of Mbeya City Council:

- Presence of the Zonal Referral Hospital
- Presence of Regional Headquarters offices
- Presence of an Industrial Centre
- Presence of recreational areas
- The major transit City along Dar Es Salaam - Zambia highway and road to Malawi
- Presence of financial services i.e Banks like NMB, NBC, CRDB, DTB, TADB, EXIM BANK, BOA, TPCB, BARCLAYS BANK, Tanzania Investment Bank TIB, Equity Bank Agent, Stanbic, Akiba Commercial Bank, Access bank, CBA Commercial Bank of Africa and TCB
- Presence of educational institutions

## 4.7 The Council Core Values

The implementation of this Strategic Plan is guided by the following core values;

**Teamwork:** The Council believes in team spirit- putting together a competent and motivated workforce with diverse expertise and working as a team in service delivery for optimal outcomes.

**Accountability:** The Council is accountable to the community by providing standard, optimal and demand driven services; maintaining transparency and integrity in all communications, transactions and operations that puts our clients' interests first; and managing public resources in an efficient, economic and effective manner.

**Quality service:** We strive to provide high quality service to our stakeholders, clients and community, guided by standards of excellence, professionalism and best practices in everything we do.'

**Innovation:** Our success depends on continuous improvement, learning, adaptability, and embracing change.

**Equity and Equality:** The Council believes that provision of services to the community should be equitable to ensure that vulnerable individuals, groups and communities get equal access to Council services and facilities.

**Partnerships:** The Council will encourage and work in partnership with different development partners to efficiently and effectively meet the community socio-economic needs.

## 4.8 Strategic Plan Matrix

Table 4.1: ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT DIVISION

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Services improved and HIV infection reduced	Increased awareness on HIV/AIDS among 316 Council staff by 2030	<ul style="list-style-type: none"> <li>Conducting quarterly HIV/AIDS campaigns to Council employees in 36 wards</li> <li>Provision of voluntary HIV/AIDS testing service to 145 Council staff quarterly</li> <li>Provide monthly nutritional support for HIV/AIDS infected employees monthly</li> <li>Distribution of 210 packets of condoms among 400 Council employees</li> </ul>	<ul style="list-style-type: none"> <li>Number of workshop/ Seminars conducted</li> <li>Number of employees attended/ trained</li> <li>Number tests conducted</li> <li>Number of employees tested</li> <li>Number of HIV/AIDS infected employees paid</li> <li>Total amount of funds paid to HIV/AIDS infected employees</li> <li>Number of condoms distributed</li> </ul>	<ul style="list-style-type: none"> <li>Workshop report</li> <li>Participants registration</li> <li>Testing report</li> <li>Payment list</li> <li>Payee interviews payees</li> <li>Distribution lists</li> <li>Surveys of sampled groups of employees</li> </ul>	CHRO
Implementation of the National Anti- Corruption Strategy Enhanced and Sustained	316 Employee capacitated in combating petty and grand corruption by June 2030	Conduct quarterly awareness activities on the impact of corruption and its prevention	<ul style="list-style-type: none"> <li>Number of awareness raising activities</li> <li>Number of employees sensitized</li> </ul>	<ul style="list-style-type: none"> <li>Reports</li> <li>Follow up of employees sensitized</li> </ul>	CHRO
Quality and quantity of social and economic services, and infrastructure Increased	Construction of permanent building structures at Council headquarters, wards and mitaa offices completed by June, 2030	<ul style="list-style-type: none"> <li>Construction of 10 mitaa offices</li> <li>Completion of construction of 12 ward offices</li> <li>Rehabilitation of 5 Ward offices</li> </ul>	<ul style="list-style-type: none"> <li>Number of ward offices constructed</li> <li>Number of mitaa offices constructed</li> <li>Number of HQ offices constructed</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly progressive report</li> <li>Certificate of completion issued by CE</li> </ul>	CHRO



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Good governance and administrative services enhanced	Conducive working environment for 150 staff improved by June 2030	<ul style="list-style-type: none"> <li>Procurement of new uniforms for 60 auxiliary police and 10 security guards</li> <li>Facilitation of quarterly meetings for 36 WEOs and 151 MEOs</li> <li>Construction of 3 staff houses for heads of departments (HODs)</li> </ul>	<ul style="list-style-type: none"> <li>Number of uniforms procured</li> <li>Number of meetings conducted</li> <li>Number of houses constructed for HOD's</li> </ul>	<ul style="list-style-type: none"> <li>Distribution list</li> <li>Quarterly reports</li> </ul>	CHRO
	The working environment for 48 Councilors enhanced by June 2030	<ul style="list-style-type: none"> <li>Conduct 48 Council statutory meetings</li> <li>Provide facilitation for Councilors to fulfill their daily statutory obligations</li> </ul>	<ul style="list-style-type: none"> <li>Number of Councilors facilitated</li> <li>Number of meetings conducted</li> </ul>	Quarterly reports	CHRO
	All 56 staff accessing improved human Resource Services by June 2030	Provision of statutory benefits to 56 employees	Number of employees benefited	Quarterly reported	CHRO
	Number of qualified staff in different cadres increased from 3210 to 4000 by June 2030	<ul style="list-style-type: none"> <li>Provide training to 110 employees</li> <li>Facilitation of employment, confirmation, promotion transfer and categorization of 200 employees</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees trained</li> <li>Number of employees confirmed, promoted and categorized</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports</li> <li>Personal files</li> <li>Finance minutes</li> </ul>	CHRO
	Production of timely quarterly reports and efficiency in running the Lawson system by June 2030	<ul style="list-style-type: none"> <li>Preparation of timely and high quality quarterly reports</li> <li>Facilitation of record keeping, information dissemination and registry reforms</li> </ul>	Number of reports produced	Quarterly reports	
	Quarterly supportive supervision in 36 wards enhanced by June 2030	Conducting supportive supervision in 36 Wards	Number of Wards supervised	Quarterly reports	

**Table 4.2: PROCUREMENT AND MANAGEMENT UNIT**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Good governance and administrative services enhanced	Transparency in procurement enhanced by June 2030	<ul style="list-style-type: none"> <li>Increase number of eligible bidders from 1,208 to 2,000</li> <li>Reduce number of complaints from 200 to 43</li> </ul>	<ul style="list-style-type: none"> <li>Number of bids.</li> <li>Number complaints</li> </ul>	<ul style="list-style-type: none"> <li>Number of bids bought and received for each bid advertised.</li> <li>Complaints register</li> </ul>	PMU
	Involvement of 308 special groups in implementing annual procurement plan by June 2030	Collaborate with the Community Development Division to identify suitable registered special groups for engagement	Number of special groups being registered	Number of special groups involved in the procurement process	PMU
Access to quality and equitable social services in the City Council improved	Improve working environment for PMU staff by 2030.	<ul style="list-style-type: none"> <li>Provision of stationeries to PMU .</li> <li>Provision of 18 scanners and 5 bidding machines to PMU</li> </ul>	<ul style="list-style-type: none"> <li>Quantity and type of stationeries supplied to PMU office.</li> <li>Number of bidding machines and scanners supplied to PMU</li> </ul>	Physical inspection	PMU
	Improve level of performance and decisions in the procurement processes	<ul style="list-style-type: none"> <li>Training of 20 tender board members on procurement issues.</li> <li>Capacity building for PMU staff through Continuous Professional Development (CPD) from PPRA and PSPTB.</li> </ul>	<ul style="list-style-type: none"> <li>Level of compliance % to PPRA 2011 and its amendments and the LGR of 2014.</li> <li>PMU performance reports</li> </ul>	<ul style="list-style-type: none"> <li>Certificates awarded to Participants.</li> <li>Training reports</li> <li>Review PMU performance reports</li> </ul>	PMU



**Table 4.3: INFRASTRUCTURE, RURAL AND URBAN DEVELOPMENT DIVISION**

OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Quality and quantity of social and economic services, and infrastructure Increased	Supportive supervision and management of works division staff ensured by June 2030	<ul style="list-style-type: none"> <li>• Provide training to 10 staff on M&amp;E</li> <li>• Provide training to 50 community development officers at ward level on change and behavior management</li> <li>• Procure 16 billboards signs for placement along 4 roads</li> </ul>	<ul style="list-style-type: none"> <li>• Number of road KM upgraded</li> <li>• Number of staff trained</li> <li>• Number of billboards procured</li> </ul>	Quarterly development progress report	CENG
	Improvement of assets management and operation and maintenance (O&M) enhanced by June 2030	<ul style="list-style-type: none"> <li>• Upload 20 data sets on assets to the SOMMA system</li> <li>• Preparation of Risk Management Policy</li> </ul>	Number of data sets uploaded	<ul style="list-style-type: none"> <li>• Availability of asset data on the SOMMA system</li> <li>• Availability of Risk Management Policy</li> </ul>	CENG
	50 km of City Road upgraded/ rehabilitated by June 2030	Upgrading roads from 50 km to 100km of bituminous standard	Number of km covered	<ul style="list-style-type: none"> <li>• Quarterly development progress report</li> <li>• Certificates of status of on going and completed projects issued by CENG</li> </ul>	CENG
	Improvement of strategic urban development and management sustained and enhanced by June 2030	<ul style="list-style-type: none"> <li>• Conduct training to 181 mitaa chairpersons on laws and regulations governing urban development</li> <li>• Conduct training on AUTO CAD to 20 urban development staff and 6 engineers</li> </ul>	<ul style="list-style-type: none"> <li>• Number of mitaa chairpersons trained</li> <li>• Number of urban development engineering staff trained</li> </ul>	<ul style="list-style-type: none"> <li>• List of training participants</li> <li>• Attendance certificates awarded to participants</li> <li>• Training reports</li> </ul>	CENG

OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Quality and quantity of social and economic services, and infrastructure Increased	Quality buildings constructed and renovated in the City Council by June 2030	Inspect, supervise and monitor implementation of public and private buildings works	Number of buildings inspected	<ul style="list-style-type: none"> <li>Quarterly development progressive report</li> <li>Certificate of completion issued by CE</li> </ul>	CENG
	Rehabilitation and maintenance of street lights sustained and improved by June 2030	<ul style="list-style-type: none"> <li>Maintain and rehabilitate 200 street lights</li> <li>Facilitate timely payment of electricity bills for street lights</li> </ul>	<ul style="list-style-type: none"> <li>Number of street lights maintained and rehabilitated</li> <li>Number of street lights electricity bills paid</li> </ul>	Quarterly development progressive report	CENG
	Access, storage and sanitary environment in urban food markets improved and sustained	Upgrade and modernize local food markets to improve storage, hygiene and accessibility	Number of local food markets with upgraded infrastructures	Progress Reports (QRs, SARs & ARs)	
		Outsource food markets and their operations to private companies and reserve overall supervision to MCC	Number of private companies supplying agro produce and products to food markets	Progress Reports (QRs, SARs & ARs) -	
	Urban market efficiency enhanced through effective linkages between food market actors by June 2030	Facilitate linkages between producers, traders and consumers to enhance urban market efficiency	Enhanced urban market efficiency through facilitated linkages between producers, traders and consumers	Progress Reports (QRs, SARs & ARs)	
	A conducive market environment for lactating mothers created and sustained in MCC markets by June 2030	<ul style="list-style-type: none"> <li>Establish a safe room for lactating mother to breastfeed.</li> <li>Conduct sensitization to market actors on the need for safe room/space for lactating mothers</li> </ul>	<ul style="list-style-type: none"> <li>Number of market built with safe rooms/spaces for lactating mothers</li> <li>Number of sensitization meetings conducted</li> <li>Number of actors sensitized</li> </ul>	<ul style="list-style-type: none"> <li>Market inspection reports</li> <li>Interviews with lactating market actors</li> <li>Meeting reports</li> <li>Participant lists</li> </ul>	



OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
	The shelf life of perishable agricultural produce in Mbeya City Council markets increased	<ul style="list-style-type: none"> <li>Equip/ fit every market with energy efficiency cold room facility for storage of perishable agricultural products to be run by the specific market associations.</li> <li>Conduct sensitization to market actors on energy efficient cold room storage facilities for agricultural produce</li> </ul>	<ul style="list-style-type: none"> <li>Number of markets equipped with energy efficient cold room facilities for storage of perishable agricultural produce</li> <li>Number of sensitization meetings conducted</li> <li>Number of actors sensitized</li> </ul>	<ul style="list-style-type: none"> <li>Market inspection reports</li> <li>Meeting reports</li> <li>Participants lists</li> </ul>	

**Table 4.4: LEGAL SERVICE UNIT**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Good governance and administrative services enhanced	Conducive working environment enhanced by June 2030	Facilitate Legal Unit staff to attend continuous legal education programs	<ul style="list-style-type: none"> <li>Number of staff who attended Continuous Legal Education (CLE) programs .</li> <li>Number of programs attended</li> </ul>	Training reports/Back to office Reports	CSA
		Procure/allocate a vehicle for the Unit by June 2026	Registration number and type of vehicle procured/allocated	Annual report	CSA
		Procure 65 legal books by 2029.	Titles and quantities of legal books procured	Annual report	CSA

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Good governance and administrative services enhanced	Conducive working environment enhanced by June 2030	Provision of stationeries	Type and quantities of stationeries procured.	Annual report	CSA
		Provision of fringe benefits to 5 staffs	<ul style="list-style-type: none"> <li>Types of fringe benefits provided</li> <li>Number of beneficiaries</li> </ul>	Annual report	CSA
	Enable 9 staff to attend different courts as Council representatives	Provision of court attire	Total cost of court attire provided	Annual report	CSA
		Payment of legal fees	Total amount of legal fees paid	Annual report	CSA
Access to quality and equitable social services in the City Council improved	Citizen complaints significantly reduced by June 2030	Capacitate 36 ward tribunal members to provide services to citizens	1.Number of ward tribunals member trained 2.Number of stationeries provided	Annual report	CSA
		Facilitate 9 staff to provide legal education to the citizens	Number of citizen /wards provided with legal education	Annual report	CSA
	Facilitate establishment/construction of a City Court by June 2030	Provide for the activity in the legal unit budget from 2025/2026 to 2029/2030	Amount allocated and disbursed	Annual report	CSA
		Construction/establishment of the City Court	Progress of construction/establishment	<ul style="list-style-type: none"> <li>Annual report</li> <li>Progress report</li> </ul>	CSA



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Access to quality and equitable social services in the City Council improved	Policy and governance for food safety and security, and urban food systems in Mbeya City Council strengthened by June 2030	Establish separate by-law to govern the urban food system and enhance food safety and security	Increased amount of safe and secured food being produced and consumed in Mbeya city council A separate by Law established	Food surveys in City markets Food sample laboratory tests A separate by Law	
		Establish a by law to make nutrition and health day mandatory for all residents to attend.	a. Increased community participation in commemoration of nutrition and health day  b. Increase in consumption of nutritious and healthy eating behaviour among communities in Mbeya city council  Number of events /activities organised and estimated attendance	a. A by-law established  b. Events /activity reports  c, Household nutrition survey	
		Implement available by-laws and guidelines to support small scale vendors and traders in urban food markets  Improve infrastructure and facilities for small scale vendors and traders in urban food markets  Promote/strengthen small scale vendors and traders associations	Number and types of support provided to small scale vendors and traders in urban food markets  Urban food markets with improved facilities for small scale vendors and traders  Urban food markets with small scale vendors and traders associations	a. Progress Reports (QRs, SARs & ARs)  b. By laws and guidelines  c. Market inspection reports	

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Access to quality and equitable social services in the City Council improved		<ul style="list-style-type: none"> <li>Finalize the School Feeding by-law</li> <li>Conduct awareness raising on school feeding by-law among all school feeding stakeholders</li> </ul>	a. School feeding by law in place b. Number of people reached through awareness raising activities c. School feeding programs providing meals in accordance with the finalized by-law	a. Activity reports with participants lists b. Progress Reports (QRs, SARs, & ARs) c. By law on school feeding	

Table 4.5: INTERNAL AUDIT UNIT

OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Good governance and administrative services enhanced	Capacity building for 4 internal audit staffs to audit monthly Council revenue and expenditure provided by June 2030	Facilitate short and long term for training for 4 internal auditors	1. Number of staffs facilitated 2. List of long and short term courses attended	Training reports	CIA
		To facilitate audit of Council revenue and expenditure	Number of audit engagements	Engagement report and quarterly reports	CIA
	Timely preparations of quarterly internal audit reports ensured by June 2030	Ensure value for money on transactions and 24 development projects	Number of transactions and projects remedied	Quarterly development progressive report	CIA
		Conduct audits of 9 wards, 6 dispensaries 6 health Centers, 1 Council hospital, and 15 schools	Number of facilities audited	Quarterly development progressive report	CIA



OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Good governance and administrative services enhanced		Preparation of internal audit budget	1.Number of internal audit activities budgeted and approved	Approved annual budget	CIA
		Implement internal audit operations	1.Number of internal audit operations	1.Quarterly Audit report	CIA
	Unqualified audit reports obtained by the Council by June 2030	1.Conduct 6 audit committee meetings	1. Number of meetings conducted	Committee minutes	CIA
		2.Supervision and auditing development projects for 9 wards	1.Number of projects audited and supervised	1.Quarterly project development Audit report	CIA
		Submission of audit reports to the Ministry of Finance and Planning	1.Number of audit report prepared and submitted	1.Quarterly internal audit report	CIA
		Facilitate 8 audit staff to attend training organized by other institutions	1.Number of staffs facilitated	1.Training reports	CIA

Table 4.6: ELECTIONS UNIT

OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Good governance and administrative services enhanced	Capacity of the elections Unit enhanced by June 2030	1.Appointment of Assistant Returning Officers (Election clerks) in 72 Wards and 181 mitaa	1. Number of Election Clerks recruited	1.Appointment letters 2. Physical verification of appointed staff	CEO
		1.Facilitation of registration for voters within 181 mitaa	1. Number of voters registered	1.Register book	CEO
		2.Improved distribution of election materials e.g. vote ballots, inks etc. in 181 mitaa	1. Number of election materials distributed	1.Distribution list	CEO
		3. Supervision of election campaigns in 181 mitaa	1. Number of mitaa supervised	1.Quarterly report	CEO
		4. Training for AROs in 36 Wards	1. Number of AROs trained	2. Training reports	CEO



**Table 4.7: INFORMATION AND COMMUNICATION TECHNOLOGY UNIT**

<b>OBJECTIVE</b>	<b>TARGET</b>	<b>STRATEGIES</b>	<b>PERFORMANCE INDICATOR</b>	<b>MEANS OF VERIFICATION</b>	<b>RESPONSIBLE OFFICE</b>
Access to quality and equitable social Services in the City Council improved	Sustained capacity building of the Unit for improved management of ICT services and systems by June 2030	1. Capacity building for 5 ICT staff to cope with technological changes	Number of staff trained	Training report	CIT
		2.Provision of ICT equipment and accessories	Number and type of ICT equipment provided	Quarterly reports	CIT
		4.Regular maintenance of ICT equipment	1. Number and type of ICT equipment maintained 2.Maintenance schedule	Quarterly reports	CIT
		5. Routine maintenance of databases , websites and social media accounts	Number of databases, website and social media accounts maintained	1. Quarterly reports 2. O&M reports	CIT
		6. Provision of up to date security hardware and software	Number of security hardware and software provided	Quarterly reports	CIT

**Table 4.8: PRE-PRIMARY AND PRIMARY EDUCATION DIVISION**

OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Quality and quantity of social and economic services, and infrastructure Increased	Enhancement of conducive teaching and learning environment in 83 primary schools by June 2030.	1.Construction of 34 classrooms in 31 Primary Schools	1. Number of classrooms constructed	1.Council quarterly development progress reports	CPEO
		2.Construction of 3 Staff houses in 3 primary schools	2. Number of staff houses constructed	1.Council quarterly development progress reports	CPEO
		3.Construction of 293 toilets in 83 primary schools	3. Number of good standard toilets constructed	Annual reports	CPEO
		4.Construction of 2 new primary schools in 2 wards	4.Number of schools constructed	Annual reports	CPEO
		5.Construction of 2 administration blocks in 2 public primary schools	5.Number of administration blocks constructed	2.Council quarterly development progress reports	CPEO
		6.Procurement of 6322 desks for 78 primary schools	1.Number of desks procured in good quality.	1.Council quarterly development progress reports	CPEO



OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
	School feeding programmes established and operating according to official guidelines in all primary schools by June 2030	<ul style="list-style-type: none"> <li>Translate National School feeding guidelines to reflect MCC situation by defining roles of all actors, types, frequency, model of food procurement and safety measures in the school feeding program</li> <li>Stakeholders mobilization for effective participation in the school feeding program</li> </ul>	<p>a. Number of primary schools with established feeding programs</p> <p>b. Increased number of MCC stakeholders actively involved in the school feeding program</p>	<p>a. Meetings reports</p> <p>b. Progress Reports (QRs, SARs, &amp; ARs)</p> <p>c. Translated guidelines with clearly define roles, types and models</p> <p>d. List of active school feeding program stakeholders</p>	
		Procure and install school feeding related infrastructures i.e. Clean and safe water, cooking and storage facilities	Number of water sources, cooking and storage facilities at selected primary schools	<p>a. Meetings reports</p> <p>b. Progress Reports (QRs, SARs, &amp; ARs)</p> <p>c. Installed school kitchen infrastructures i.e. cooking facilities, storage facilities</p>	
		Establish school gardens for fruits and vegetables	Proportion of primary schools with school gardens continuously grown with fruits and vegetables	<p>a. Meetings reports</p> <p>b. Progress Reports (QRs, SARs, &amp; ARs)</p>	
		Establish nutrition clubs in all primary schools	Number of primary schools with established nutrition clubs	<p>a. Meetings reports</p> <p>b. Progress Reports (QRs, SARs, &amp; ARs)</p>	
		Strengthen parents – teachers associations as a platform for enhancement and sustainability of the school feeding program .	Proportion of primary schools with parents – teachers associations actively involved in delivery of school feeding program	<p>a. Meetings reports</p> <p>b. Progress Reports (QRs, SARs)</p>	

**Table 4.9: FINANCE AND ACCOUNT UNIT**

OBJECTIVE	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Good governance and administrative services enhanced.	Own source revenue collection increased from Tshs 21,952,825,000/- to Tshs 28,500,000,000/- billion by June 2030	1. Creation of new sources of revenue.	1. Number of new revenue sources created.	1. Quarterly financial reports. 2. Annual reports	CT
		2. Conduct willingness to pay studies to 36 Ward Executive Officers and 181 Mitaa leaders and 2,500 Business men	2. Number of WEOs MEOs and businessmen trained.	1. Quarterly and annual reports	CT
		3. Develop 7 investment projects.	3. Number of strategic investment projects developed.	1. Quarterly progress reports. 2. Annual reports	CT
		4. Procure 500 more POS devices to strengthen the revenue collection system	4. Number of POS procured	1. Quarterly financial reports 2. Annual reports.	CT
		5. Conduct training on potential revenue sources to 14 finance division workers	5. Number of finance division workers trained.	1. Training report 2. Annual reports	CT



**Table 4.10: COMMUNITY DEVELOPMENT DIVISION**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Health, social welfare and nutrition service delivery improved and new HIV infections reduced	HIV/AIDS awareness among the community enhanced and sustained	Establish 12 anti- AIDS club in secondary schools and capacitate them on HIV/AIDS and life skills	Number of ant-AIDS clubs established in secondary schools Number of schools covered through HIV/AIDS awareness raising activities	Quarterly and annual reports	CCDO
		Establish 181 MMACs in 181 mitaa	Numbers of mitaa with active MMACs	MMAC progress report	CCDO
		Conduct workplace meetings for staff	Number of meetings conducted and staff involved	Quarterly and annual reports	CCDO
		Conduct supportive supervision of HIV/AIDS activities in 36 wards	Number of wards supervised	Annual reports	CCDO
		Provide HIV/AIDS education in 2 hot spots	Number of people in hot spot areas reached	Annual reports	CCDO
		Disseminate HIV/AIDS messages in 36 Wards	Numbers of wards covered	Annual reports	CCDO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Social welfare, gender and community development in Mbeya City Council enhanced	Improved Community livelihoods by 2030	<ul style="list-style-type: none"> <li>Conduct 36 meetings for Ward empowerment committees</li> <li>Identification of most vulnerable households</li> <li>Provide for vulnerable households in annual plans and budgets</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings conducted</li> <li>Number and list of most vulnerable households</li> <li>Amount of funds allocated annually</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and Annual reports</li> <li>Household visits</li> <li>Annual plans and budgets</li> </ul>	CCDO
		Disburse support /funds to beneficiaries/target households	<ul style="list-style-type: none"> <li>Number of Beneficiaries supported</li> <li>Type of support provided and monetary value</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and Annual reports</li> <li>List of beneficiaries</li> </ul>	CCDO
		Facilitate establishment of 36 women platforms meetings at ward level wards	<ul style="list-style-type: none"> <li>Number of women platforms established</li> <li>Number and list of women involved</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and Annual reports</li> <li>Progress reports</li> </ul>	CCDO
		Establish two daycare centres	<ul style="list-style-type: none"> <li>Number of daycare centres established</li> <li>Number of children being provided with care in accordance with Government guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and Annual reports</li> <li>Day care center reports</li> <li>Supervision reports</li> </ul>	CCDO



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
	Sensitization for the formation of 36 community economic groups	Facilitate the establishment of community economic groups  Conduct capacity building of the economic groups based on needs assessment	Number of economic group established  Capacity building plan	Quarterly and Annual reports  Activity reports	CCDO
		Awareness raising of 30 entrepreneurs on business/economic opportunities in MCC  Provide linkages with MDA, SIDO, TBS, VETA, and other suitable organizations in and out of MCC to foster industrialization	Number of entrepreneurs connected/empowered	Quarterly and Annual reports	CCDO
		Coordinate 80 business exhibitions for small scale enterprises	Number of small scale entrepreneurs connected/empowered.	Quarterly and Annual reports	CCDO
	Eligible women, youth and people with disabilities in 120 groups and 36 wards provided with soft loans to engage in profitable income generating activities	Provision of soft loans to women, youth and People with disabilities	Number of women, youth and people with disability provided with soft loans  Total amount of soft loans disbursed per year	Quarterly and Annual reports  Activity report  List of loan recipients	CCDO
		Conduct 5 quarterly meetings on loan policy and procedures to women, youth and people with disabilities.	Numbers of meetings conducted  Number of participants	Quarterly and Annual reports  Meeting reports	CCDO
		Conduct entrepreneurship training to 80 youth in 30 wards	Numbers of entrepreneurs reached	Quarterly and Annual reports  Training report  List of participants	CCDO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Conduct 18 Elections of Junior Council in 36 Wards	Number of Junior Councils Conducted	Quarterly and Annual reports	CCDO
		Facilitation for commemoration of nationally recognized days including womens' day, youth day, children's day, 16 day campaign to end violence against women and children, and the Legal Aid week	Number of participants Media coverage	Quarterly and Annual reports Activity reports	CCDO
		Provision of training to food vendors in 18 Divisions	Number of food vendors trained	Quarterly and Annual reports List of participants	CCDO
		Facilitation of 20 staff meetings involving 300 Council staff on gender issues	Number of meetings conducted	Quarterly and Annual reports List of participants	CCDO
		Follow up and supervision of 23 NGO activities in 36 wards	Number of NGOs and wards visited	Quarterly and Annual reports Activity reports	CCDO
		Conduct 20 quarterly meetings for NGOs stakeholders	Numbers of meetings conducted	Quarterly and Annual reports List of participants	CCDO
	Engagement, participation and capacity building of all key food system stakeholders enhanced by June 2030	<ul style="list-style-type: none"> <li>Integration of food system business opportunities in programs targeting women and youth's and people with disability</li> <li>Disseminate information on MCC food system investment opportunities through official website, social media and exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>a. Number of women included in the food systems business opportunities</li> <li>b. Number of youths included in food systems business opportunities</li> <li>c. Number of people with disabilities trained</li> <li>d. MCC food system investment opportunities</li> <li>e. Number of respondents/enquiries on food system investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>a. Established food systems businesses run and owned by women</li> <li>b. established food systems businesses run and owned by youths</li> </ul>	



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Include food system into programs that target people with disabilities to enhance their knowledge on the food systems	Number of people with disability trained	Training reports with lists of participants	
		Design and implement food system education and awareness campaign targeting men, political and religious leaders.	a. Number of men trained b. Number of women trained c. Number of political leaders trained d. Number of religious leaders trained	a. Trainings reports b. Meetings reports c. Progress Reports (QRs, SARs & ARs)	

**Table 4.11: PLANNING AND COORDINATION DIVISION**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Access to quality and equitable social services in the City Council improved	600 Council projects in 36 wards properly supervised and monitored by June 2030	Effective M&E of development projects in 36 wards	1.Number of development projects implemented successfully	1.Council development reports 2. MTEF	CECON
	Annual Plans and Budgets prepared and submitted to the respective authorities annually	Timely and efficient coordination of Council Annual Plan and Budget preparation	1.Number of Council Annual Plans and Budgets prepared	1.MTEF	CECON
	Quarterly preparation of Council development reports	1. Preparation of monthly, quarterly, semi-annual and annual development reports.	Number of reports prepared Quality of reports prepared	Quarterly and Annual reports	CECON

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Quality and quantity of social and economic services, and infrastructure increased	10 ward offices, 1 administration block at Council HQ constructed by June, 2030	1. acquisition of land for offices construction 2. Allocation of funds	Number of project completed	1. Council development report 2. Annual reports	CECON
	Contingency measures to manage 40 emergency projects in place by June, 2030  Capacity building for all MCC staff on climate change adaptation and impact mitigation enhanced	Review/strengthen the Council emergency preparedness and disaster management plan  Increase funding allocation for emergency preparedness, disaster management and climate change  Provide training to staff on measures for adaptation and mitigation of climate change impacts in MCC  Support MCC divisions/departments to develop and implement action plans on climate change adaptation and impact mitigation in their sectors.	Reviewed/updated Council emergency preparedness and disaster management plan  Number of projects implemented  Number of staff covered  List of climate change issues covered  Sectoral actions on climate change developed and implemented	Quarterly and Annual reports  Activity reports  Seminar reports  Activity reports  Progress reports	CECON



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
	Coordination, collaboration and capacity building of all key MCC food system actors including government departments, stakeholders, and organizations strengthened and sustained by June 2030	Transform Mbeya Food Safety Platform into Food System Platform for improved coordination between different government departments, stakeholders, and other organizations involved in the food system	Number of key actors collaborating in the coordination of food system in Mbeya City Council	a. Agreed TOR on modality of coordinating food system actions under Mbeya Food System Platform b. Meetings reports c. Progress Reports	
		Provide training to the MCC staff, food safety platforms and other related committees on the food system approach	a. Number of MCC staff trained  b. Number of members of food safety platforms trained  c. Number of members of pertinent committees trained on the food system approach	a. Training reports with lists of participants attached  b. Meetings reports  c. Progress Reports	
		Promote engagement and participation of general public in food system transformation in Mbeya City Council	Increased involvement of local communities, stakeholders, and residents in planning and decision-making processes related to the food system	a. Progress Reports (QRs, SARs & ARs)  b. Number of stakeholders engaged in planning and decision making	

**Table 4.12: NATURAL RESOURCE AND ENVIRONMENT CONSERVATION UNIT**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Good governance and administrative services enhanced	Timely payment of statutory benefits to staff ensured by June 2030	Payment of statutory benefits to 5 staff members on time	Number of staff with statutory benefits fully paid	Quarterly and Annual reports	CNRMO
	Working environment improved from 60% to 80%	Provision of office equipment and tools	Number and type of tools and equipment procured	Quarterly and Annual reports	CNRMO
	Environment management improved in 36 wards by June 2030	-Increase working tools by 20% -procure 4 computers	Number and type of working tools procured	Quarterly and annual reports	CNRMO
Management of natural resources and environment sustained and enhanced	Sustain public education and awareness raising on environmental issues	Implement effective activities to raise public awareness and understanding of environmental issues at ward and mitaa levels	Number of activities conducted	Annual Reports Activity reports	CNRMO
	Tourism attraction enhanced by 40% by June 2030	Identify and document new tourism attractions in 36 wards	Number of tourism attractions identified and documented		CNRMO



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Promotion of tourist attraction through social media, radio, TV and print materials( brochures, posters, stickers, cards etc.)	Number and type of promotional materials developed	Annual report Activity reports A Video documentary on new tourist attractions in MCC	CNRMO
		Preparation of tourism guidelines	Tourism guidelines developed/ updated	Activity report	CNRMO
	Efficiency in natural resources and environment management increased from 60% to 85% by June 2030	Provide environment management education to the community in all 36 wards	Number of community education activities conducted Number of wards reached	Annual report Activity reports	CNRMO
		Implement tree planting campaign and conservation	Number of trees planted Number of mitaa covered List of stakeholders involved	Annual report Campaign report	CNRMO
	Conduct supportive supervision to 36 Wards	Quarterly supportive supervision conducted in 36 wards	Number of wards supervised	Quarterly and annual reports	CNRMO

**Table 4.13: AGRICULTURE, LIVESTOCK AND FISHERIES DIVISION**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Access to quality and equitable social services in the City Council improved	Improve agriculture extension services in 36 wards	Provide agricultural technical services and support daily to actors in the field and in other situations of need	Number of actors visited /supported  Operations / interventions implemented .  Proportion of work plan implemented	Daily work report  Work plan  Field reports	CAICO
		Enable 31 department staff to participate in zonal agriculture exhibitions annually.	Number of staff participating in zonal exhibitions annually.	- Annual Report.  -Attendance reports including lessons learned.	CAICO
		Conduct monthly monitoring and supervision of agriculture activities in 36 wards.	Number of wards monitored and supervised	- Monthly report. -Attendance book.	CAICO
		Preparation of demonstration plots at Nanenane agricultural exhibition grounds	A thriving demonstration plot in place for the Nanenane agricultural exhibition.	- Site visits	CAICO
		Facilitate staff to participate in professional development seminars	Number of beneficiary staff and list of seminars attended.	- Seminar reports	CAICO



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Provide statutory benefits to 31 staff	Number of staff with fully paid statutory benefits	- Reports.	CAICO
Quality and quantity of social and economic services, and infrastructure Increased	Increase Irish potato production in 23 wards from 20 tons to 25 tons per hectare by June 2030.	Provide monitoring and supervision of agricultural activities in 23 wards.	Number of wards monitored and supervised.	- Quarterly and Annual reports - Work plan	CAICO
		Collect essential data on food and agricultural products.	Availability and utilization of adequate data on food and agricultural products.	- Report on data collection process and results.	CAICO
		Enhance the growing of grafted fruit seedlings, herbs and spices for horticulture farmers in 23 wards.	Number of farmers facilitated.  Monetary value of seedlings distributed	- Activity Report.  Progress reports	CAICO
		Provide coordination, supervision and monitoring of the campaign for the eradication of weeds in 23 wards.	Number of wards covered.  List of stakeholders involved	- Activity reports  Progress reports	CAICO
		Facilitate the best farmers' competition in 23 wards.	Number of wards facilitated.  Number of farmers involved	- Activity reports	CAICO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Provide and improve coordination supervision and monitoring of 31 extension officers activities in 36 wards.	<p>Number of extension officers enabled.</p> <p>Proportion of farmers with access to a public agricultural extension worker</p> <p>Average extension worker-farmer ratio in MCC</p>	<p>- Supervision reports.</p> <p>Interviews with farmers</p>	CAICO
		Inspect the quality of agricultural inputs stocked by agro-dealers and input shops.	Number of shops inspected.	- Inspection reports.	CAICO
	Disaster relief services in wards and mitaa affected by different calamities enhanced	<p>Strengthen coordination, assessment and distribution of relief food</p> <p>Strengthen interventions for control of crop pests outbreaks and diseases.</p>	<p>Amount of relief food distributed.</p> <p>Crop pests outbreaks and diseases controlled.</p>	<p>Quarterly and annual reports</p> <p>Activity reports</p>	CAICO
		Provide short term training to 23 staffs.	Number of staffs trained.	<p>- Training reports</p> <p>Names of staff and trainings attended</p>	CAICO
		Enable 23 staff to participate in annual commemoration of World Cooperative Day .	Number of staff participants.	- Participation reports including lessons learned.	CAICO



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Provide and improve coordination supervision and monitoring of 31 extension officers activities in 36 wards.	Number of extension officers enabled.  Proportion of farmers with access to a public agricultural extension worker  Average extension worker-farmer ratio in MCC	Supervision reports.  Interviews with farmers	CAICO
		Improve the working environment for staff.	Essential work tools and equipment procured.  Increased budget allocation	Reports.  List of work tools and equipment procured	CAICO
Access to quality and equitable social services in the City Council improved	A safe and hygienic environment for meat and its products enhanced and sustained at all designated abattoirs in the City by June 2030	Conduct regular inspection of meat and its products at designated 5.abattoirs and other facilities	Number of abattoirs inspected  Proportion of animals and its products in MCC that are inspected	Inspection reports	CLFO
	Livestock and fisheries advisory services in 36 peri- urban wards improved by June 2030	Establish and facilitate 36 livestock and fisheries in 36 wards	36 offices established and operating	Monitoring reports  Physical inspection	CLFO
		Facilitate 36 staff to attend 15 annual scientific conferences	Number of staff who attended the conference	Participation reports	CLFO
		Timely payment of statutory benefits to 36 livestock and fisheries staffs	Number and names of staff with fully paid statutory benefits	Report	CLFO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Conduct 12 quarterly departmental meetings	Number of departmental meetings held	Meeting reports	CLFO
		Facilitate 36 extension officers to provide extension services to livestock keepers	Number of extension officers facilitated.  Proportion of livestock keepers served by public extension officers	Field reports  Interviews with livestock keepers	CLFO
	Fisheries productivity and advisory services improved by June 2030	Facilitate the operation of 2 fish resource center ponds	Number of resources center ponds facilitated and operational	Reports  Site inspection visits	CLFO
		Provide fisheries advisory services and quality control in 36 peri urban wards	Number of wards and fish keepers facilitated with advisory services	Reports	CLFO
		Conduct inspection of 6 fish facilities in 36 wards	Number of fish facilities inspected	Reports.	CLFO
		Promotion of small-scale fish farming for domestic consumption by training 250 households in 36 Wards	Number of fish farmers trained	Training reports and list of participants.	CLFO
		Facilitate 5 Fish farmers with 1000 fingerlings each in 36 wards	Number and names of fish farmers provided with fish fingerlings  Number of supported fish farms performing optimally	Activity reports.  Site visits  Monitoring reports	CLFO



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Construct one model green house for fish farming.	A model greenhouse fish pond constructed  Number of visitors to the green house fish pond  Number of resultant greenhouse fish ponds set up	Reports.	CLFO
	Livestock health, productivity and advisory services improved in 36 peri urban wards.	Conduct training on poultry and dairy production and the associated nutritional and socio-economic benefits to 3,000 livestock keepers annually	Number of livestock keepers trained annually	Training reports	CLFO
		Vaccinate 10,000 poultry with Newcastle vaccine annually	Number of Poultry vaccinated	Progress report.	CLFO
		Provide training to 36 staff on artificial insemination in 36. Wards	Number of staff trained  Increased production of the high yielding Heifer brand on local farms	Training report  Monitoring reports	CLFO
		Vaccinate 8,000 livestock with 1,000 vials of authorized livestock vaccines annually	Number of livestock vaccinated.  Number of vaccine vials used  List of authorized livestock vaccines used	Report	CLFO
		Conduct 5 Nanenanel Agricultural exhibitions annually	Number of Nanenane agricultural exhibitions participated in.	Activity reports	CLFO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Collaborate with Tanzania Agriculture Research Institute – Uyoie to disseminate and scale up new technologies and crops varieties to urban and peri-urban producers	<p>a. Number of people trained on new agriculture technologies in peri-urban and urban areas</p> <p>b. Percentage increase of households utilizing new technologies and crops varieties in production of nutritious food in peri-urban and urban areas</p> <p>c. Demonstration farm/ plot for training on new technologies and crops varieties</p>	<p>a. Progress reports (QRs, SARs, ARs)</p> <p>b. Training reports with attached participants' lists</p>	
	Production of fresh Agriculture produce in MCC throughout the year enhanced and sustained by June 2030	Finalize construction of the planned five irrigation infrastructures	<p>a. Irrigation infrastructures constructed and being utilized</p> <p>b. Increased production of fresh vegetables</p>	<p>Field visits</p> <p>Progress reports (QRs, SARs, &amp; ARs)</p>	
		<p>Identify and train schools with adequate spaces for production of fruits and vegetables</p> <p>Production of fruits and vegetables in schools with adequate spaces</p>	<p>a. List of schools with adequate space for production of fruits and vegetables</p> <p>b. Number of schools' staff trained in production of fruits and vegetables</p> <p>c. Number of schools producing fresh fruits and vegetables and amounts</p>	<p>a. Training reports</p> <p>b. Progress reports (QRs, SARs)</p>	



**TABLE 4.14: SECONDARY EDUCATION DIVISION**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Access to quality and equitable social services in the City Council improved	Academic performance raised from F and D to A, B and C pass by June 2030	1. Supervise 60 secondary schools 2. Form IV Examination conducted in all 56 secondary schools. 3. Form VI examination conducted for all 20 advance schools. 4. Form II examination conducted for all 59 secondary schools.	1. Number of secondary schools supervised 2. Number of form IV examinations conducted 3. Number of form VI examinations conducted 4. Number of Form II examinations conducted	1. Secondary schools' supervision reports, meeting minutes 2. Secondary schools examinations performance analysis and reports.	CSEO
	The teaching and learning environment for 1330 teachers and 36624 students in 39 government secondary schools enhanced and sustained by June 2030	1. Provide leave travel allowance to 200 teachers 2. Provide responsibility allowance to 39 heads of schools. 3. Provide capitation grants and school fees compensation to 39 schools	1. Number of teachers provided with leave travel allowance 2. Number of heads of schools facilitated with responsibility allowance 3. Number of schools paid capitation grants and school fees compensation.	1. Council quarterly financial report.	CSEO
	Form one student enrollment increased from 11914 In 2023/2024 to 14000 by 2029/2030	1. Increase budget allocation for secondary education 2. Construction of 41 new classrooms to accommodate the increase of 2086 form one students	1. Secondary education budget allocation in MCC increased annually 2. Number of students enrolled annually 3. Number of classrooms constructed	1. MCC annual budgets 2. Enrollment reports	CSEO, REO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Quality and quantity of social and economic services, and infrastructure Increased	Construction of basic secondary school infrastructures facilitated by June, 2030.	1. see 2 above 2. Construction of 96 pit latrines enhanced 3. Construction of 98 Teacher's houses 4. Provide electricity to 39 secondary schools 5. Construction of 12 science laboratories	1. See 3 above. 2. Number of pit latrines constructed 3. Number of teachers' houses constructed. 4. Number of schools provided with electricity 5. Number of science laboratories constructed	1. Council quarterly development report Inspection reports Certificates of project completion	CSEO
	Feeding programmes in secondary schools enhanced by June 2030	Translate National School feeding guidelines to reflect MCC situation by defining roles of all actors, types, frequency, model of food procurement and safety measures in the school feeding program	a. Increased number of MCC actors actively engaged into school feeding program	a. Meetings reports b. Progress Reports (QRs, SARs, & ARs) c. Translated guidelines with clearly defined roles, types and models	
		Procure and install schools feeding related infrastructures i.e. WASH, cooking and storage facilities	b. Proportion of secondary schools in MCC with improved WASH, cooking and food storage facilities	a. Meetings reports b. Progress reports (QRs, SARs, & ARs c. School inspection reports	
		Establish school gardens for fruits and vegetables	School gardens continuously grown with fruits and vegetables	a. Meetings reports b. Progress reports (QRs, SARs, & ARs c. School inspection reports	



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Establish nutrition clubs in every secondary school	Number of secondary schools with established nutrition clubs	a. Meetings reports b. Progress reports (QRs, SARs, & ARs)	
		Strengthen Parents teachers associations as a platform for school meals program and sustainability.	Strengthened parents – teachers associations actively involved in delivery of school meals program	a. Meetings reports b. Progress reports (QRs, SARs)	

**Table 4.15: HEALTH, SOCIAL WELFARE AND NUTRITION SERVICES DIVISION**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Health, social welfare and nutrition service delivery improved and new HIV infections reduced	HIV/AIDSm prevalence rate reduced from 3% to 2.5% by June 2030	Conduct HIV counseling and testing to 543,000 people around the City	Number of people tested for HIV	Monthly HTC reports	CACC
		Establishment 5 new CTC facilities in addition to the current 25 facilities	Number of new CTC Clinics	New CTC code numbers	CACC
		Facilitate people living with HIV taking ARV to know their viral load suppression	Number of viral load sample tested	Printed results attached in files	CACC

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Conducting supportive supervision, coaching and mentorship to all health facilities providing HIV/AIDS services	Number of supportive supervision conducted  Proportion of health facilities providing HIV/AIDS services supported	Supervision reports	CACC
		Conduct meetings with different stakeholders to improve quality of service to people living with HIV(PLHIV)	Number of meetings conducted	Meeting reports  List of participants	CACC
		Facilitate the timely preparation and submission of monthly and quarterly HIV/AIDS reports by all health facilities	Number of reports submitted timely	Facility monthly and quarterly reports in both hard copy and electronic form.	CACC
		Enhance training on comprehensive PMTCT to health care workers at PMTCT sites in dispensaries, health centres and hospitals	Number of health care workers trained	Training reports	CRCHCO
	Morbidity due to Cardiovascular diseases reduced from 5.4 % to 4.9% of OPD cases by June 2030	Procurement and distribution of 4 kits of medicine for proper management of cardiovascular diseases for all 23 health facilities	Number of kits procured and distributed to health facilities.	Ledger book/Issue voucher	City Pharmacist.
		Conduct sensitization meetings/activities on healthy lifestyles in 18 wards .	Number of sensitization meetings conducted.	Activity reports	CNCDC
	Under five mortality rate reduced from 20 to 15 per 1000 live births by June 2030	Enhance monthly vaccine distribution to 53 vaccinating health facilities conducted.	Number health facilities supplied with vaccines.  Quantity of vaccines distributed	Ledger book/Issue voucher.	CIVO



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		<p>1. Conduct sensitization to DPHC and supportive supervision to 61 vaccination posts during World immunization week</p> <p>2. Conduct sensitization to DPHC members during vitamin A supplementation and de-worming twice a year</p> <p>3. Conduct quarterly active search for Vaccine Preventable Diseases including case based investigations conducted.</p> <p>4. Conduct Biannual advocacy meetings on immunization coverage improvement/maintenance to 36 Wards .</p> <p>5. Conduct vaccination of under 5 years children during annual African vaccination week in all health facilities</p> <p>6. Conduct monthly outreach and mobile RCH services to 85 hard-to-reach communities.</p> <p>7. Conduct quarterly immunization defaulter tracing in 10 low performing health facilities basis using the Reaching Every Child (REC) strategy</p>	<p>1. Number of supportive supervision conducted</p> <p>2. Number DPHC meetings conducted</p> <p>3. Number of sensitization meetings conducted for DPHC members.</p> <p>4. Number of cases reported.</p> <p>5. Number of advocacy meetings conducted</p> <p>6. Number of children of U5 children vaccinated</p> <p>7. Number of outreaches and mobile clinics conducted</p> <p>8. Number of clients served through outreach and mobile clinics</p> <p>9. Number of health facilities covered</p> <p>10. Number of health facilities' defaulters traced</p>	<p>1. Supportive supervision reports</p> <p>2. DPHC meeting minutes.</p> <p>3. Workshop/ training reports.</p> <p>4. Investigation reports.</p> <p>5. Advocacy reports</p> <p>6. Vaccination report.</p> <p>7. Vaccination reports</p> <p>8. Defaulters report</p> <p>9. Quarterly and annual reports</p>	CRCHC CIVO
		Procurement and refilling of LPGs cylinders for all health facilities	Number of LPGs cylinders procured and refilled.	Ledger book/ Issue voucher.	CIVO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
	Maternal mortality rate reduced from 35 to 15 per 100,000 live birth by June 2030	<p>Conduct quarterly meetings of MPDSR for 8 participants at district level and 2 participants at regional level</p> <p>Procure and distribute essential ANC equipment and to health facilities providing RCH services</p> <p>Conduct training on comprehensive PMTCT to 20 health care workers from PMTCT sites (dispensaries, HC, hospitals)</p>	<p>· Number of MPDSR meetings conducted</p> <p>· Number and list of essential ANC equipment and commodities procured and distributed to health facilities</p> <p>· Number of health care workers trained</p>	<p>Meeting minutes</p> <p>Ledger book/Issue vouchers</p> <p>Training reports</p>	CNO
		<p>· Conduct training on BEmONC to 34 midwives from dispensary, health centres and hospitals</p> <p>· Conduct training on CEmONC to 6 anesthetists, 12 doctors and 5 theatre nurses, 24 nurse midwives from HC and hospitals providing CEmONC services.</p> <p>· Provide training in clinical skills in family planning to 5 clinicians and 36 nurses from dispensaries, health centers and hospitals</p> <p>· Provide training on adolescent and youth sexual and reproductive health to 54 Health care workers from dispensary, HC, and hospitals.</p>	<p>· Number of health care workers trained</p> <p>· Number of health care workers trained</p> <p>· Number of health care workers trained</p> <p>· Number of health care workers trained</p>	<p>Training reports</p> <p>Training reports</p> <p>Training reports</p> <p>Training reports</p>	



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Conduct monthly Outreach on immunization to hard to reach areas	Number of Outreach conducted and children vaccinated	Activity reports	CIVO
	Peri natal mortality rate reduced from 6 to 4 per 1000 Live births by June 2030	Conduct training to (6 anesthetists, 12 doctors and 8 nurse midwives) on Help Baby Breathe including field practice on accurate Fetal Tones count and record	Number of health staff trained	Training reports	CHS
	Morbidity rate due to malaria as percentage of all OPD cases above five years of age reduced from 1.4% to 0.4% by June 2030	Facilitate CHMT members to conduct Malaria Surveillance and data quality assessment (MSQA) in 75 Health facilities .	Number of MSQA assessments conducted.  Increased data quality  Number of health facilities complying with data collection and management guidelines	MSQA assessment report.  Activity reports	CMIMCI- FP
	Morbidity rate due to diabetes Mellitus as percentage of OPD cases above five years reduced from 2.6% to 2.4% of by June 2030	1. Screen 2,015 people for diabetes  2.Procurement and distribution of 2,460 kits of essential equipment, medicines, medical supplies, laboratory reagents and vaccines for diabetes Mellitus (NCDs) testing and proper management of cases and complications	Number of people screened  Number of kits procured	Diabetes screening report.  Ledger book/Issue voucher.	CNCDc
		Conduct sensitization meetings on behavior change in 18 wards	Number of wards covered and people sensitized	Activity reports	CNCDc
	Morbidity rate due to Anemia as percentage of all under five OPD cases reduced from 2.6% to 2.4% by June 2030	Conduct quarterly council multi-sectoral nutrition review meetings	Number of meetings conducted.	Meetings minutes/ report.	CNuO.

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Reduce shortage of skilled and mixed human resource for health from 46 % to 40 % June 2030	Number of new health staff of different cadres employed		Quarterly and annual reports
		Preparation of personal emolument (PE) budget for public employment from all HF's.	Health PE budget prepared	PE budget document.	CHS
		Provide statutory benefits to 194 staff	Number of staff provided with statutory benefits	Quarterly and annual reports	CHS
	Shortage of medicines, medical equipment and diagnostic supplies reduced from 10 % to 7 % by June 2030	Procurement of kits of dental supplies, laboratory supplies and kits of medicines, and hospital supplies for all Council health facilities procured.	List and number of kits/supplies procured	Ledger book/ Issue voucher  Monitoring reports	CPHARM
	Shortage of medical equipment at facility level reduced from 10 % to 7 % by June 2030	Procurement and distribution of specialized medical equipment to health facilities	List and number of medical equipment procured	Ledger book/ Issue voucher  -	CMOH
	Good working condition status of medical equipment raised from 10 % to 15% by June 2030.	Quarterly planned preventive maintenance and repair to 31 medical equipment in health centers, dispensaries and hospitals	Number and type of medical equipment maintained and repaired.	· Procurement report. · Maintenance report	CHS
	Community participation and involvement in health promotion actions strengthened from 16 % to 20% by June 2030	Conduct training of CHWs from 9 wards	Number CHWs trained .	Training reports  List of CHWs trained	CMOH
		Conduct quarterly meetings with community Health Care workers	Number of meetings conducted  Number of CHWs in attendance	· Activity reports · List of participants/ registration forms	CBHSCo



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Conduct quarterly meetings with community Health Care workers	Number of meetings conducted Number of CHWs in attendance	· Activity reports · List of participants/ registration forms	CBHSCo
		Conduct quarterly meetings with HFGC members from 23 health facilities	Number of HFGC meetings conducted Number of HFGC members in attendance	· Minutes of the meetings · Participants registration forms/List of participants	DHFFCo
		Conduct quarterly meetings with CHSB members at council level	Number of CHSB meetings conducted Number CHSB members in attendance	· Minutes of the meetings · Participants registration	CHS
	Prevalence of eye diseases among OPD cases above five reduced from 4% to 2% by June 2030	Conduct eye screening to 813 people during annual eye health day commemoration for all health facilities	Number of clients screened.	Eye screening reports.	CEC
		Eye clinics outreaches conducted in to 6 wards	Number of Outreach conducted	Activity reports	CEC
	Prevalence of skin disease conditions among OPD cases for under five reduced from 1.6 % to 1.2 % by June 2030	Conduct screening of skin infection among pupils in all primary schools for all wards .	Number of clients screened.	Skin infection screening report.	CNTDCo
	Stunting reduced from 31.8 % to 29% by June 2030	Anthropometric equipment (length boards, weigh scales and MUAC tape sets) procured for all health facilities.	Number of Anthropometric equipment procured.	Procurement report	CNuCo
	Coverage of MIYCAN at health facilities increased from 99% to 100 % by June 2030	Conduct 5 days orientation on NACS services to 23 clinicians and 23 nurses from 23 health facilities	Number of health workers oriented	Training reports	CNuO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Conduct quarterly supervision of all health facilities	Number of Health facilities supervised	Activity report	CNUO
Quality and quantity of social and economic services, and infrastructure Increased	Shortage of Health facilities Infrastructures at all levels in the Council reduced from 76% to 53 % by June 2030	Construction of Council Hospital	Number and type of infrastructure constructed.	<ul style="list-style-type: none"> <li>· Council quarterly development report</li> <li>· Certificate of completion issued by City Engineer.</li> </ul>	CMOH
		Construction of 3 Health centers	Number of Health Centers constructed.	<ul style="list-style-type: none"> <li>· Council quarterly development report</li> </ul>	CMOH
		Construction of 2 Dispensaries	Number of dispensaries constructed.	<ul style="list-style-type: none"> <li>· Council quarterly development report</li> </ul>	CMOH
				<ul style="list-style-type: none"> <li>· Certificate of completion issued by City Engineer.</li> </ul>	
		Rehabilitation of 1 Health center	Number of health centers rehabilitated.	<ul style="list-style-type: none"> <li>· Council quarterly development report</li> <li>· Certificate of completion issued by City Engineer.</li> </ul>	
		Rehabilitation of 1 Dispensary	Number of dispensaries rehabilitated.	<ul style="list-style-type: none"> <li>· Council quarterly development report</li> </ul>	
		Installation of electricity and standby generator in 5 health facilities	Number of health facilities installed with electricity and standby generator.	Council quarterly development report	



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Procurement of 1 set of furniture for each of the 8 new health facilities	Sets of furniture procured.	Issue voucher, general ledger	CHS
		Construction of 1 staff houses.	Number of staff houses constructed.	Council quarterly development report	
		Completion of staff houses for 1 health facilities	Number of staff houses completed.	Council quarterly development report	
	Health care waste management improved at facility level from 34 % to 43 % by June 2030	Procure cleaning equipment, disinfectants and detergents for all health facilities.	Quantity of cleaning equipment, disinfectants and detergents procured	Procurement report	Health Facility Incharge
		Construction of placenta pits for 5 health centres and 5 dispensaries	Number of placenta pits constructed	Facility inspection reports	Health Facility Incharge
		Construction of Incinerators in 4 health centres and 4 dispensaries	Number of Incinerators constructed	Facility inspection reports	Health Facility Incharge
	Vector and vermin control measures improved from 93% to 96 % by June 2030	Procurement and installation of one washing machine each for all health centers .	Number of washing machines procured and installed	Procurement report	CMOH
Social welfare services, gender and community empowerment Improved	Access to social services and protection to vulnerable groups improved from 80% to 90% by June 2030	<p>Conduct biannual orientation meeting on GBV/VAC guidelines for all stakeholders</p> <p>Conduct coordination meetings for GBV stakeholders at council level.</p> <p>201 Most Vulnerable children enrolled in i-CHF scheme</p>	<p>Number of stakeholders trained</p> <p>Number of stakeholders trained</p> <p>Number of children enrolled in i-CHF scheme.</p>	<p>Workshop/ training report</p> <p>GBV training report</p> <p>Progress/activity report</p> <p>Availability of on CHF cards.</p>	CSWO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
	Number of children in conflict and in contact with the law reduced from 13 to 9 by June 2030	<p>132 abandoned/ neglected children reunified with their original families on quarterly basis</p> <p>21 Social inquiry reports presented in court for children in conflict with the law on quarterly basis.</p>	<p>1. Number of children re-unified with their families.</p> <p>2. Number of ex-drug users enrolled in TIKa scheme.</p> <p>1. Number of reports submitted.</p> <p>2. Number of children in conflict/contact with law.</p>	<p>Re-unification report.</p> <p>Availability of TIKa cards.</p> <p>Social enquiry report</p>	CSWO
Emergency and Disaster Management Improved	Capacity on management of emergencies and disaster preparedness and response strengthened from 45% to 60% by June 2030	<p>1. Conduct training on disaster management to 25 emergency committee members</p> <p>2. Procure 4 kits of buffer stocks and medical supplies for emergency preparedness and response for all health facilities.</p>	<p>Number of participants in the training workshops</p> <p>Number of workshops conducted.</p> <p>Number of buffer stocks and medical supplies procured</p>	<p>Training report</p> <p>Procurement report</p>	CSWO
Accessibility to safe, healthy and nutritious food in MCC enhanced	Promotion of nutritious, safe and diverse food options in MCC enhanced and sustained by June 2030	Conduct SBCC campaign through the multimedia and local level meetings	Number of people (women and youths) reached through SBCC campaign	<p>a. Meetings reports with attached participants' lists</p> <p>b. Media adverts/programmes/articles circulated</p>	
		Build capacity of MEOs and local leaders to deliver nutrition education in communities through public meetings, awareness campaigns and other pertinent platforms.	Number of VEO and local leaders (women and youths) trained to deliver nutrition education in communities	<p>a. Training reports with attached participants' lists</p> <p>b. Activity reports</p>	
		Conduct food safety education and awareness raising to food vendors (of cooked and fresh foods)	Number of food vendors trained on food safety	<p>a. Trainings reports with attached participants' lists</p> <p>b. Activity</p>	



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Empower community health workers to deliver nutrition education and cooking demonstrations to communities	a. Number of community health workers trained b. Number of participants (men, women) in cooking demonstrations	a. Training reports b. Activity reports c. Progress Reports (QRs, SARs, & ARs)	
		Support initiatives that increase the availability of nutritious food options in urban areas	Increased number of people (men, women) accessing safe, healthy and nutritious food in urban areas	a. Progress Reports (QRs, SARs, & ARs) b. Meetings reports	
		Conduct regular food inspection in local markets, shops and food vendors premises  Establish and institutionalize an accountability mechanism to ensure health officers inspect food markets and vendors stalls.	a. Reduced incidences /cases of food borne diseases outbreaks b. Corrective and prompt actions taken in response to identified/ reported hazards c. Safe, healthy and quality fresh food in local markets, shops and food vendors premises	a. Meetings reports b. Food inspection reports c. Progress Reports (QRs, SARs, & ARs)	
		Explore and procure appropriate rapid food testing equipment for local fresh markets	a. Number of local fresh markets equipped with rapid food testing equipment b. Safe, healthy and quality fresh food supplied in local markets, shops and food vendors premises	a. Meetings reports b. Clinical/ epidemiological survey reports c. Food inspection reports d. Progress Reports (QRs, SARs, & ARs)	

**Table 4.16: INDUSTRY, TRADE AND INVESTMENT DIVISION**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Access to quality and equitable social services in the City Council improved	Registration of 3 new sources of revenue and sustaining the existing 10 markets.	1.Issuance of 15,000 business licenses all to new businesses 2.Rehabilitation of 6 markets 3.Construction of 6 new markets	1. Number of new business license issued 2. Number of markets rehabilitated. 3. Number of new markets constructed.	Projects completion certificates.  Council quarterly progress reports.	CTO
Good governance and accountability strengthened	All businesses in the Council realistically categorized	Conduct realistic re-categorization businesses	Percentage of re categorized businesses increased from 20% to 40%	Quarterly progressive report	CTO

**Table 4.17: WASTE MANAGEMENT AND SANITATION UNIT**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Good governance and administrative services enhanced	Capacity for solid waste collection increased from 82.3% to 100% by June, 2030	Conduct a feasibility study for an improved solid waste management system for MCC	Feasibility study conducted	Feasibility study report	CESO
		Conduct 20 quarterly training to key solid waste management stakeholders	Number of stakeholders trained	Training reports  List of key stakeholders trained	CESO
		Conducting monthly community awareness raising activities on solid waste management	Number of activities conducted annually  Number of wards /mitaa covered	Activity reports	CESO



OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
		Conduct and strengthen daily supportive supervision for solid waste management in 36 wards and 181 mitaa	Number of wards and mitaa supervised daily  Proportion of wards/mitaa with improved of environment and sanitary conditions	Annually reports  Supervision reports	
Access to quality and equitable social services in the City Council improved	Increase solid waste collection from 82.3% to 100% by June, 2030	Solid waste management improved by 3.5% annually	Percentage of solid waste collected out of all solid waste generated in MCC annually	Annually progress report	CESO
		Procure three waste collection trucks and solid waste equipment by June, 2030	Number and type of vehicles, and solid waste collection equipment procured	Annual progress report	CESO
		Conduct quarterly advocacy meetings to 360 peer educators in 36 wards on waste separation by June, 2030	Number of peer educators facilitated	Annual progress report Activity report	CESO
Emergency and disaster Management Improved	Outbreak of diseases associated with poor solid waste management controlled by 100% by June, 2030	Conduct advocacy meetings to community leaders on solid waste management	Number of meetings conducted  Number of community leaders engaged  Number of wards/mitaa covered	Annual progress report Activity reports	CESO
		Conduct quarterly training to health officers on solid waste management	Number of health officers trained	Annual progress report Training reports	CESO

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
	Production of waste through proper food waste management practices at all stages of the food system minimized by June 2030	<p>Identify food waste drivers and design strategies to reduce food waste at all stages of the food system, from production to consumption</p> <p>Integrate food waste management in trainings, advocacy and sensitization activities on solid waste management</p>	<p>a. Reduced incidences /cases of waste related disease outbreaks</p> <p>b. Corrective actions taken to address food waste at all stages of the food system</p>	<p>a. Clinical/ epidemiological survey reports</p> <p>b. Progress reports (QRs, SARs and ARs)</p>	
		<p>Promote waste segregation at source, collection and recycling programs to separate organic waste from other types of waste</p> <p>Conduct community sensitization on the socio-economic potential in solid wastes</p>	<p>a. Number of established solid waste segregated collection points/facilities</p> <p>b. Number of solid waste recycling initiatives in MCC</p> <p>c. Number of people sensitized on the socio-economic potential of solid wastes</p>	<p>a. Monitoring /inspection reports/site visits</p> <p>Activity reports</p> <p>Training reports</p>	
		<p>Ensure waste collecting trucks are available at every market</p> <p>Increase budget allocation for solid waste management</p>	<p>a. Effective collection and handling of food waste maintained in every market</p> <p>b. Clean sanitary market environment</p>	<p>a. Inspection reports</p> <p>b. Monitoring reports</p>	



**Table 4.18: GOVERNMENT COMMUNICATIONS UNIT**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
Public awareness on Mbeya City Council activities increasing	Awareness on plans, programmes, projects, services and activities being implemented MCC increased by 2030	Prepare communication strategy in-line with the Strategic Plan	Number of activities implemented as per communication strategy	Quarterly progressive report Activity reports	HGCU
		Prepare special media features on various projects being implemented	Number of media features prepared and disseminated	Monthly report	HGCU
		Facilitate special interviews on projects in progress	Number of articles and news items released through various media houses and platforms	Monthly report	HGCU
		Convene press conferences on issues which need public attention	Number of press conferences conducted Number of press releases issued	Monthly report	HGCU

**Table 4.19: MONITORING AND EVALUATION UNIT**

No	OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
1.	Access to quality and equitable social services in the City Council improved	Provide statutory benefits to monitoring and evaluation unit staff.	Increase allocation of funds.	Numbers of staff with fully paid statutory benefits	Payment vouchers Council annual and quarterly progress reports	Monitoring and Evaluation Officer.
		Availability of adequate information on progress of all development projects in 36 wards for management decision making and compilation of reports.	M&E of development projects in 36 wards.	Number of development projects monitored and evaluated	Monitoring reports Monitoring schedule.	Monitoring and Evaluation Officer.
		Quality Council Plan and Budget approved two months before the end of each financial year	Timely Coordination of Council Annual Plan and Budget preparation.	Number of Annual Plans and Budgets prepared.	MTEF	Monitoring and Evaluation Officer.
2.	Quality and quantity of social and economic services, and infrastructure increased	Essential facilities and tools are provided at work place to improve service delivery.	1. Allocation of funds. 2. Provision of facilities and tools including computers, transport and, stationeries,	Number and type of facilities and tools provided	Council Development Report	Monitoring and Evaluation Officer.



No	OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER/S
3.		Quality of f Council Development Reports improved.	3. Prepare monthly, quarterly, semi-annual development reports.	Timely preparation of reports  Quality of the reports	Availability of the reports in both hard and electronic formats.	Monitoring and Evaluation Officer.
4.		Strengthening public private partnership program	Identification of suitable private sector stakeholders for engagement and collaboration  Conduct meetings with suitable stakeholders on areas of collaboration in line with the Strategic Plan	Number of meeting conducted	Annual reports	CECON
5.			Preparation of concept notes and write ups	Number of concept notes and write ups prepared	Meeting reports  Project concept notes and write ups	CECON
6.			Advertise available opportunities for investment to potential local and foreign investors	Number of advertisements and responses	Annual report	CECON

**Table 4.20: SPORTS, CULTURE AND ARTS UNIT**

OBJECTIVES	TARGET	STRATEGIES	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE OFFICER
Good governance and administrative services enhanced	Management of sports and culture enhanced by June, 2030	Conduct identification of different talents from 36 wards by June, 2030	Number of talent groups identified	Annual progress reports	CSCA
		Increased legislation of different talent groups	Number of talent groups registered	Annual progress reports	
		Conduct quarterly supportive supervision to different talent groups in 36 wards by June, 2030	Number of talent groups supervised	Annual progress reports	
Access to quality and equitable social services in the City Council improved	All national festivals/events commemorated by 100% by June, 2030	Conduct commemoration of national festivals/events	Number of national festivals commemorated at Council level	Annual progress reports Activity reports	
	UMITASHUMUTA and UMISETA organized and facilitated annually	Organize and facilitate UMITASHUMUTA and UMISETA annually	Number of UMITASHUMUTA and UMISETA conducted Number of participants	Meeting reports Activity reports Annual progress reports	
	Mbeya city football club to participate in premium League by June, 2030	1. Identification and recruitment of key players for Mbeya city football club 2. Develop the club basing on key players under seventeen years	Number of key players recruited	Annual report Progress reports	



# CHAPTER FIVE

## FOOD SYSTEMS ACTION PLAN

### 5.1 Overview

This chapter focuses on food systems actions that have been identified to transform the urban food systems in the city of Mbeya. The actions are in line with the National Food Systems pathways 2030, a national framework developed in 2021 in response to the United Nations Food Systems Summit convened by the UN Secretary General in September 2021. Structurally and functionally, food systems entail food value chains, food environments and consumer behavior that interact with drivers to result into certain outcomes. Such elements are shaped by a range of drivers – biophysical, technological, political economy (all 17 SGDs), and socio-cultural/demographic (SGDs 3, 4, 5, 8). The outcomes of a sustainable food system envisage, among others, improved food and nutrition security, health, income, and environmental sustainability (URT 2021). The National document outlines six pathways that are important in transforming food systems in Tanzania.

The pathways are production and productivity in crop, livestock and fisheries sub-sectors; financing of agriculture and private sector involvement in the food systems; nutritious, healthy and safe food diets for all and school feeding programmes; climate change mitigation, adaptation and biodiversity protection; resilient food systems and livelihoods; and sustainable food systems enablers including ICT, gender, environment, equity, R&D, and political economy.

Mbeya City Council as one of the urban based local government authorities has translated the National Pathways by collaboratively identification of actions that need to be implemented to transform the City Food System in the 2025/2026-2029/2030 Strategic Plan. Implementation of these actions will require efforts of all stakeholders from public and non-public sectors focusing on community involvement as the corner stone of their implementation. Collaborative design and implementation guarantee that the food systems transformation in Mbeya city succeeds in achieving its goal. The goal is that all people in Mbeya City, including vulnerable groups, i.e. women, infants and children, youths in and outside schools consume a sustainable, healthy diet. The diet consumed should contribute to and ensure the functioning of ecosystems as well as maintaining biodiversity. Such a diet would also contribute to a planetary future and support climate adaptation and mitigation efforts.



A robust urban food systems plays a crucial role in enhancing the quality of life for urban residents in various ways. Mbeya city, like many other urban areas, faces challenges related to food security, nutrition, economic development, and overall well-being. Development of a strong urban food system plan is crucial for the Mbeya City Council (MCC) to address these challenges and improve the lives of its residents. It is well documented that, robust urban food systems ensure food security for residents by providing access to a diverse range of affordable and nutritious foods, reducing the risk of hunger and malnutrition. A reliable food supply also helps stabilize food prices and reduce the impact of food shortages or price hikes.

In addition, a well-functioning urban food system will support economic development in Mbeya. By promoting local food production, processing, and distribution, it creates employment opportunities and supports small businesses. Small-scale farmers and food producers benefit from a more efficient and transparent food system, enabling them to earn a better income and improve their livelihoods. Furthermore, access to fresh, locally produced foods can lead to improved nutrition and better health outcomes. By promoting a diet rich in fruits, vegetables, and whole grains, the urban food system is crucial in reducing the prevalence of diet-related diseases such as obesity, diabetes, and cardiovascular issues.

Furthermore, sustainable food practices, such as composting and waste reduction, can minimize food waste and contribute to a cleaner environment. A robust urban food system is a good mechanism to foster community engagement and social cohesion in which urban agriculture initiatives, as well as food processing, preparation and consumption bring people together around a shared interest in food and sustainability. This sense of community action can strengthen social ties, promote cultural exchange, and empower residents to take ownership of their food system.

Rural and traditional; informal and expanding; emerging and diversifying; modernizing and formalizing; and industrial and consolidated.

## **5.2. Assessment of Mbeya Food Systems**

An assessment of the food systems situation in the Mbeya City Council presents opportunities to be capitalized and challenges that need to be addressed for a robust food system transformation. In terms of food systems typology (Marshall, Q, Fanzo, J et al 2021), Tanzania falls under the category of a dualistic food systems typology. In a dualistic food systems, there are two coexisting systems – a traditional system and informal and expanding a modern system.



In Tanzania, a large percentage of the population relies on traditional farming practices and consumes locally produced staple foods like maize, rice, and cassava. At the same time, there is a growing urban population that is increasingly adopting modern diets, including processed foods and imported foods. While Mbeya is evolving to be a pure urban, most of the foods in the city come from neighbouring rural districts produced in a traditional way. On the other hand, fresh foods are traded in the informal markets while informal ready food vendors dominate the market and there is expanding chain of mini-supermarkets and fast food restaurants in the city, signifying diets transition.

Mbeya is among the five biggest cities of Tanzania, characterized by rapid urbanization and high population growth. The fast-growing urban population has led to an increasing demand for food products. This has pushed the development of markets and food outlets to cater to the needs of the residents. However, there are challenges such as food insecurity, limited access to nutritious foods, food waste, and post-harvest losses.

In Mbeya region, agriculture is a significant part of the economy, with small-scale farming being the primary source of food production. Even in Mbeya city, urban farming still plays a considerable role. Maize, beans, bananas, cassava, and rice are some of the staple crops grown in the region.

Furthermore, rapid City and population expansion is putting pressure on the existing urban infrastructure. Indeed, the City Council has not been able to keep pace with this growth in terms of proper urban planning that ensures access to improved sanitation infrastructures, accessible open markets for foods thereby complicating access to fresh food supply. In terms of food distribution, there is a mix of formal and informal supply chains. While supermarkets and grocery stores play a role in distributing food products, informal markets, roadside vendors, and small shops are also common in the city council. These informal channels play a crucial role in providing affordable food options to the local population. Most fruit and vegetables reach the local markets through small-scale transporters notably motorcycles. This leads to high **post-harvest losses, minimal shelf life of perishables and poor traceability, complicating food quality and safety.**

Food safety and hygiene are important concerns in Mbeya City Council. There is well-documented evidence of unsafe foods which are sold in the markets endangering health of residents (Rikolto, 2021). Findings from a recently conducted food risk assessment study (Rikolto, 2021) shows high biological and chemical contamination levels in fruit and vegetables sold in the local markets compared to products for export. Products for export are generally safe due to the required export certification process that require application of Good Agricultural Practices (GAP).



An absence of code of conduct for farmers who produce for the domestic market, inability of small-scale farmers to access good quality inputs, equipment, and knowledge to safeguard the quality of their products, as well as inadequate capacity to inspect foods that are sold in the local markets, increase the risks of consumers buying unsafe foods. Ensuring the quality of food products, especially in informal markets, is a challenge that needs to be addressed to prevent foodborne illnesses and win consumer trust.

Food systems governance remains a challenge due to weak coordination of all stakeholders in the food eco-system. At the City Council, food issue responsibilities are shared by many different departments, with limited human resources capacity to enforce the available laws and by-laws as well as weak legal instrument to guide issues of food. The City Council has instituted a by-law to oversee health and environment issues that include food system related aspects. In terms of the platforms to oversee food issues, a multi-stakeholder committee that oversees nutrition is viewed as the right platform to coordinate food systems related issues. However, more needs to be done to build capacity of the platform members and broaden the TORs of the committee to include the bigger picture of the food systems. Related to this, is a recently established multi-partnership food safety platform namely Mbeya Food Smart City Platform which includes key actors in the food systems mandated to coordinate the food safety initiatives in the city. This platform needs to be broadened to focus on the food systems lens broadly.

In terms of school feeding programs, data collected during consultation with stakeholders involving schools, ward executives and councillors show that majority of primary and secondary schools (51 out of 53 - 96.23%) in the 36 wards of Mbeya City Council have a form of school feeding programs. The main modality used in school feeding is “home grown” in which parents/guardians contribute foods in kind. The composition of food/diets that are provided in schools is mainly starch through maize, and proteins through beans. The City Council has developed a by-law on school feeding which focuses, among other things, on a mandatory school feeding program that ensures adequate, quality and safe food as well as requiring schools to provide adequate spaces to be utilized for production of fruits and vegetables. The by-laws await to be approved by the relevant ministry.

### **5.3. Stakeholders Engagement**

Stakeholders’ consultations were conducted. The objectives were to assess what other stakeholders have done in food system in general and urban food systems in particular. For MCC stakeholders, it involved building capacity of various actors as well as gather their views and ideas of the actions to be included in the action plan.

- A total of 306 MCC food system actors from 3 groups were reached. These are: Council Management Team, Ward Councilors and District Consultative Council (DCC). The DCC members also included processors, vendors, transporters, and fresh foods market associations.



- NGOs including Rikolto, Global Alliance for Improved Nutrition (GAIN) and the Agriculture Non-State Actors Forum (ANSAF), an umbrella organisation, were reached.
- United Nations Organizations reached were WFP and FAO with the objective of getting insights of their engagement in food systems interventions in Tanzania.
- Get Aroma, the private company operating the Mbeya Food Processing Park was also reached.

In general, stakeholders expressed the need of transforming urban food systems in a collaborative and harmonized fashion to minimize duplication, thereby fixing the broken food systems in many urban settings, Mbeya City included.

#### 5.4 Goals and Objectives

The overall goal of the action plan is to achieve a sustainable, equitable and inclusive transformation of the food system in Mbeya so as to benefit all residents and contribute to the overall well-being and prosperity of the city. The objectives are:

- Ensure all residents in Mbeya have access to nutritious, sufficient, affordable, and appropriate food
- Reduce food loss and waste along the entire food supply chain
- Strengthen enforcement of food safety standards and regulations
- Improve nutritional awareness and practices
- Increase community participation in food system planning and decision-making processes
- Strengthen community-based school feeding programs; and
- Establish and operate an effective monitoring and evaluation system.

#### 5.5 Action Plan

The Food Systems Action Plan for the Mbeya City Council aims to support and guide the implementation of the strategies identified as game changer solutions in transforming the city food systems. It mainly focuses on addressing the pressing challenges facing the city's food system, including access to quality and nutritious foods for the growing population, inadequate transport and market infrastructures, food safety, policy and regulatory frameworks, school feeding and institutional arrangements to enhance coordination of actors in the food system. To achieve these objectives, the action plan outlined the priority actions identified through stakeholders' consultations, and an extensive review of existing policies and documents.

The actions identified have been lined up under the relevant departments and units in the strategic matrix in chapter four. The actions will be part and parcel of annual council planning and budgeting to be implemented in collaboration with other actors in the food systems space. Summary of actions are presented below;

### **INFRASTRUCTURE, RURAL AND URBAN DEVELOPMENT**

- Upgrade and modernize local food markets to improve storage, hygiene and accessibility
- Outsource food markets and their operations to private companies and to run under supervision by MCC
- Facilitate linkages between producers, traders and consumers to enhance urban market efficiency
- Equip/ fit every market with energy efficiency cold room facility for storage of perishable agricultural products to be run by the specific market associations.
- Establish a safe room for lactating mother for breastfeeding

### **LEGAL SERVICE UNIT**

- Establish separate by-law to govern the urban food system and ensure food safety and security
- Establish by law to make nutrition and health day mandatory for all residents to attend.
- Implement available by-laws and guidelines to support small scale vendors and traders in urban food markets
- Finalize, enforce, educate and raise awareness on School Feeding by- law to all school feeding actors.

### **PRE-PRIMARY AND PRIMARY EDUCATION DIVISION**

- Translate National School feeding guidelines to reflect MCC situation by defining roles of all actors, types, frequency, model of food procurement and safety measures in the school feeding program
- Procure and install schools feeding related infrastructures- i.e. safe and clean water, cooking and storage facilities
- Establish school gardens for fruits and vegetables
- Establish nutrition clubs in every primary school
- Strengthen Parents – teachers’ associations as a platform for school meals program strengthening and sustainability for breastfeeding.



## **AGRICULTURE, LIVESTOCK AND FISHERIES DIVISION**

- Allocate land for urban agriculture projects to be managed by communities and provide trainings.
- Conduct a food flow chart analysis to explore the agriculture potential for nutritious food produces and products in peri-urban and urban areas.
- Collaborate with Tanzania Agriculture Research Institute – Uyole in Mbeya to disseminate and upscale new technologies and crops varieties to urban and peri-urban producers
- Finalize construction of the planned five irrigation infrastructures to increase availability of water for irrigation
- Identify and train schools with adequate spaces for production of fruits and vegetables.

## **WASTE MANAGEMENT AND SANITATION UNIT**

- Identify food waste drivers and design strategies to reduce food waste at all stages of the food system, from production to consumption
- Establish waste collection and recycling programs to separate organic waste from other types of waste
- Ensure waste collecting trucks are available in every market

## **SECONDARY EDUCATION DIVISION**

- Translate National School feeding guidelines to reflect MCC situation by defining roles of all actors, types, frequency, model of food procurement and safety measures in the school feeding program
- Procure and install schools feeding related infrastructures- for instance; safe and clean water, cooking and storage facilities
- Establish school gardens for fruits and vegetables
- Establish nutrition clubs in every secondary school
- Strengthen Parents – teachers’ associations as a platform for school meals program and sustainability.

## COMMUNITY DEVELOPMENT

- Include food systems business opportunities into targeted women and youth's programs
- Include food system into programs that target people with disabilities to enhance their knowledge on the food systems
- Design and implement food system education and awareness campaign targeting men, political and religious leaders.



# CHAPTER SIX

## IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

### 6.1 Implementation

The City Director (CD), who is the Chief Executive Officer of the Council, will be responsible and accountable for the implementation of the Mbeya City Council Rolling Strategic Plan (2025/2026 – 2029/2030). The City Director, with the support of the Council Management Team will regularly report to the Full Council with regards to the Plan implementation and its overall performance.

Since the Rolling Strategic Plan cuts across all Mission activities of the Mbeya City Council institutional structure, it is advisable that the Planning and Coordination Department be dedicated to coordinating and providing oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Division and Units will be responsible for the day to day implementation of the Strategic Plan in collaboration with key stakeholders.

### 6.2 Monitoring

A monitoring and evaluation system is needed for effective implementation of this plan. Thus, monitoring implementation of the plan shall be a continuous process. Its objectives include to:-

- Determine whether implementation is focused on the fulfilment of the Mission and Vision of the Council.
- Facilitate review of the implementation process
- Facilitate feedback to management for decision making
- Ensure that objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.

Monitoring reports will be prepared quarterly, semi-annually and annually and shall be presented by the Head of the Economic Department to the organs representing the Community such as the Council Management Team, Finance and Planning Committee and the Full Council. Table 5.1 below will guide the format of the progress reports.

**Table 6.1:** Example of quarterly progress report

S/N	Strategic Objective	Planned Targets	Planned Activities	Planned Budget	Actual Expenditure	Achievements	Remedial Action

Apart from reporting at the various Council committees, there will be one internal review meeting annually, bringing together the representatives 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

### 6.3 Evaluation

In order to assess the Plan performance, there will be annual Plan Evaluation exercises for the entire plan period. In order to match activity funding with plan implementation, evaluation and review; it is recommended that the evaluation exercises are conducted at the end of the financial year. 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 to be carried at the end of the planned period (five years) using external evaluators with the assistance from internal evaluators. These reports, including the quarterly reports, will form the basic inputs of updating and rolling over the unexecuted activities of the Strategic Plan activities (see the evaluation table 5.2).



**Table 6.2:** Evaluation Framework

Strategic Objective/Activity	Baseline	Targets set	Indicator	Tools to be used	Remarks

Specifically, the evaluation of the Mbeya City Council Rolling Strategic Plan (2025/2026–2029/2030) will largely aim at:

- (i) Establishing whether the Council is mobilizing adequate resources and the use of such scarce resources is justifiable.
- (ii) Assessing the reasons given with regards to success or failure in achieving implementation targets
- (iii) Understanding whether the Plan implementation is achieving desired goals and impact in fulfilling the Council's mission

## 6.4 Review

Review Plans are important in order to remain focused on realizing the Mbeya City Council Mission as well as the Vision. Review Plans will be triggered by the results of evaluation activities. That is, Review Plans are meant to be responses to the shortcomings in the course of Plan implementation. These shall include annual reviews, Medium Plan reviews after two and half years and a major Plan review after five years.

## 6.5 Assumptions and Risks

### 6.5.1 Strategic Risks Management and Assumptions

Both internal and external events and scenarios that can inhibit Council'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 Council will 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 of the Council. The following are the key risk areas that could impact the ability of the Authority to achieve its strategic outcomes together with the planned mitigation actions. For the objectives of this Strategic Plan to be achieved, the following risks were identified for mitigation as summarized in Table 6.3.

**Table 6.3:** Types of Risks and their Associated Mitigation Measures

<b>Risk</b>	<b>Description</b>	<b>Type of risk / Category</b>	<b>Likelihood of the Risk</b>	<b>Impact of the Risk</b>	<b>Risk Mitigation</b>
Existence of harmful Virus in ICT system	There is possibility of virus to attack Council's ICT	Technological Risk	High		
Hacking of information	There is possibility of hackers to hack the Council's server	Technological Risk	High		
Poor loan recovery	There is possibility of loan beneficiaries to default on their loan repayments due recover unforeseen circumstances	Financial	Medium		



Risk	Description	Type of risk / Category	Likelihood of the Risk	Impact of the Risk	Risk Mitigation
Shortage and delay in disbursement of funds from Central Government and other Development Partners	Expected fund from central government delay	Financial Risk	High		
Inadequate financial controls and procurement processes resulting in inefficiency and possibility of fraud and noncompliance to legislation	Inefficient internal control	Financial risk	Medium		

For the objectives of this strategic plan (2025/2026-2029/2030) to be achieved, the following are the major assumptions which need close monitoring and timely response by Mbeya City Council Management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Mbeya City Council in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.
- The availability of adequate financial resources to implement the planned activities for achievement of the strategic plan.
- Planned expenditures and revenues are based on the actual figures of each financial year.
- New sources of revenues will be approved and become operational in each Financial Year
- Effective internal arrangement and mechanisms for the implementation of the Plan
- During the life span of this Strategic Plan, working tools of the different types and other capital expenditures will be procured .
- Timely disbursement of funds from Central government and other development partners.
- Continued good leadership at the Council level.

