

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



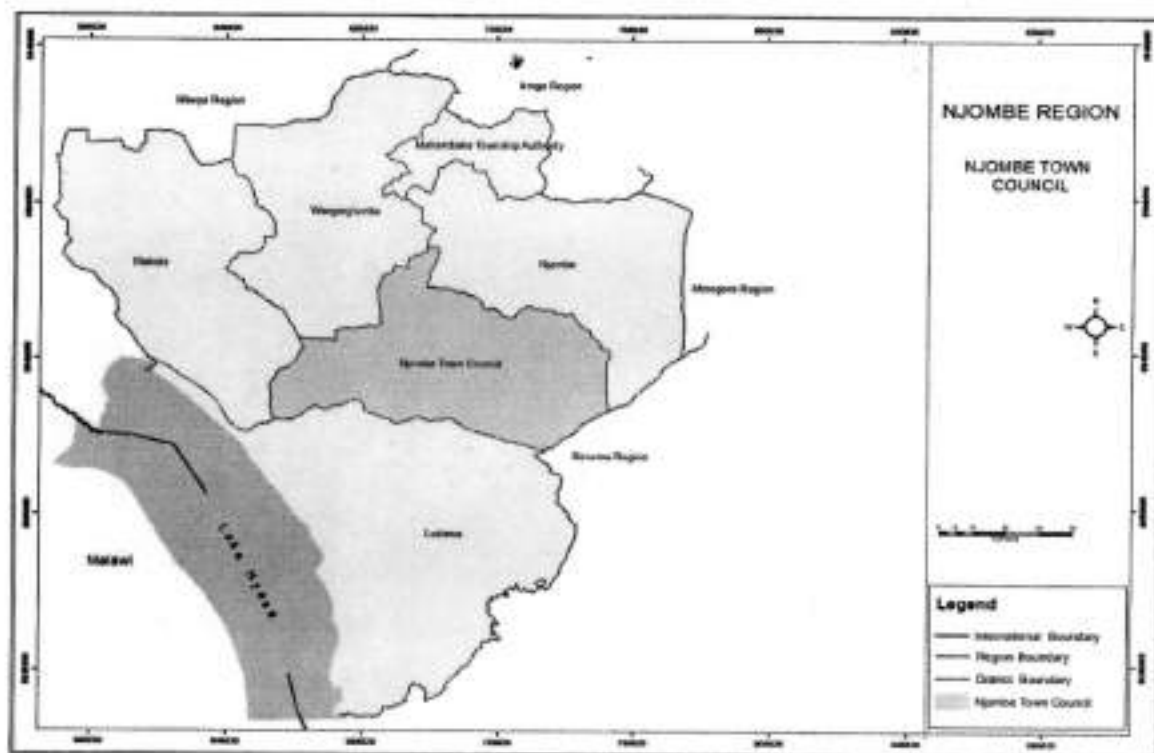
**NJOMBE TOWN COUNCIL**

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

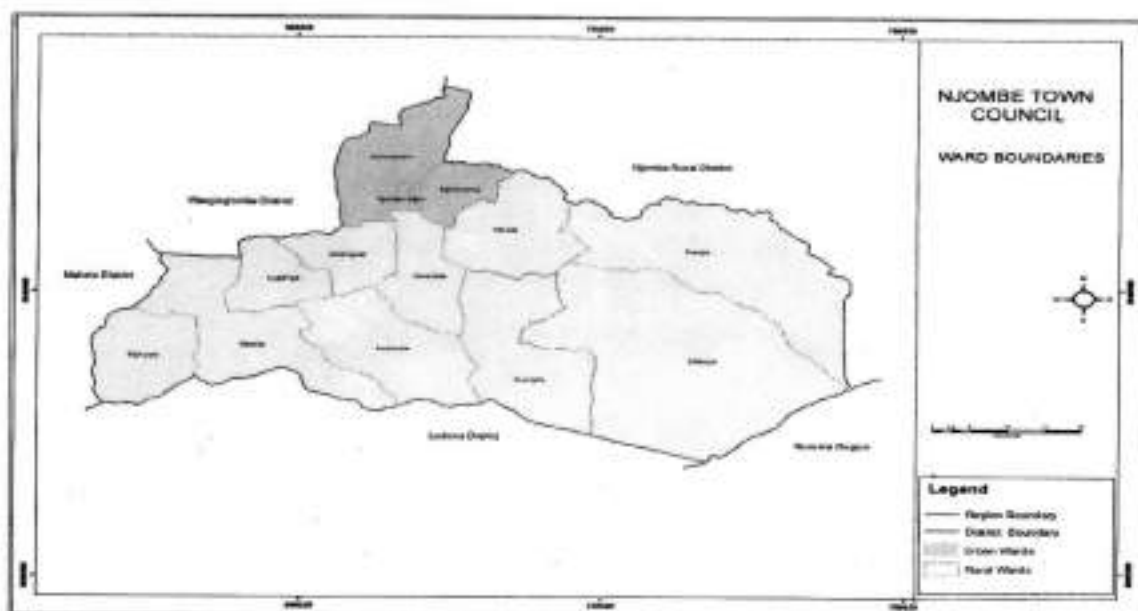
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November, 2021

Map 1: Njombe TC boundaries



Map 2: Njombe Town Council, Ward Boundaries based on 2012 Census



Source: National Bureau of Statistics, Cartographic Section, Field Operations Department, 2013

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## Acronyms

AMCOS	:	Agricultural Marketing Cooperative Societies
ART	:	Ant Retrial Viral Treatment
CBO	:	Community Based Organization
CCM	:	Chama Cha Mapinduzi
CHAC	:	Council HIV/A Coordinator
CHADEMA	:	Chama Cha Demokrasia na Maendeleo
CHF	:	Community Health Fund
CHMT	:	Council Health Management Team
CIPs	:	Community Initiated Projects
CBWSOS	:	Community Based Water Supply Organisations
CRDB	:	Co-operative and Rural Development Bank
CTC	:	Counselling& Testing Centre
DC	:	District Council
FM	:	Frequency Modulation
GBV	:	Gender Based Violence
GDP	:	Gross Domestic Product
GPS	:	General Planning Scheme
HBC	:	Home Based Care
HC	:	Health Centre
HHNS	:	Household Health Nutrition survey
HF	:	Health Facilities
HIV/AIDS	:	Human Immunodeficiency Virus and Acquired Immune Deficiency
HQ	:	Head Quarter
ICT	:	Information Communication Technology
IGA	:	Income generating activities
LGA's	:	Local Government Authorities
MCH	:	Mother and Child Health
MP	:	Member of Parliament
MTEF	:	Medium Term Expenditure framework
NBC	:	National Bank of Commerce
NBS	:	National Bureau of Statistics
NGO	:	Non Governmental Organization
NHIF	:	National Health Insurance Fund
NJOCABA	:	Njombe Community Bank
NMB	:	National Microfinance bank
NTC	:	Njombe Town Council
NJUWASA	:	Njombe Urban Water Supply Agency
O& OD	:	Opportunities & Obstacles to development
OVC	:	Orphan & Vulnerable Children
PMTCT	:	Prevention of Mother to Child Transmission
RC	:	Roman Catholic
RUWASA	:	Rural Water Supply Agency
SACCOS	:	Serving and Credit Cooperative Societies
SAGCOT	:	Southern Agricultural Growth corridor
SDGs	:	Sustainable Development Goals
SEDEP	:	Secondary Education Development Programme
SHIPO	:	Southern Highlands Programme
STI	:	Sexual Transmitted infection
SUA	:	Sokoine University of Agriculture
SWOC	:	Strength, Weakness, Opportunities and Challenges
TANWATT	:	Tanzania Wattle company
TARURA	:	Tanzania Rural and Urban Roads Agency
TASAF	:	Tanzania Social Action Fund
TDV	:	Tanzania Development vision
TTCL	:	Tanzania Telecommunication Company Limited
USAID	:	United States of America International Development Aid
VICOBA	:	Village Community Bank
VCT	:	Voluntary Counselling& Testing

## EXECUTIVE SUMMARY

*This five-year development strategic Plan for 2021/22 to June 2025/26 re-emphasizes our Vision, Mission, Core Values, Mandate as well as the main generic objectives in the rephrased targets and Key performance Indicators under the bases of performance review of the 2016/17 to 2020/2021 strategic plan. The Strategic Plan begins with a situation analysis in the context of the past performance, current environment and future focus. The Strategic Plan takes into account the Tanzania Development Vision (Vision 2025), Sustainable Development Goals (SDGs -2030), Sectoral Policies and the CCM Party Election Manifesto - 2020.*

*The Vision, Mission, Objectives and Core Values were derived from a detailed review process which included Stakeholders' Analysis, Strength, Weakness, Opportunities & Challenge (SWOC) basing on Self-Assessment and Performance Review. Critical issues that need interventions during the planning period and which are in line with the Vision 2025 and The third National Five Years Development Plan (2021/22 to June 2025/26) are intertwined broadly in the list of sector blocks below: -*

- (i) Agricultural Development
- (ii) Improvement of Social Services
- (iii) Mobilization of Resources
- (iv) Nurturing Industrial Development
- (v) Human Resource Development and recruiting
- (vi) ICT Infrastructure Development
- (vii) Environmental Management
- (viii) Cross-cutting issues
- (ix) Tourism Promotion
- (x) Trade, Industry and Investments

*To address these critical issues and enhance performance, targets and their respective activities are also derived and converged to the following set of national/generic objectives: -*

- A. Improve services and reduce HIV and AIDS infection
- B. Enhance, sustain and effectively implement the National Anti-corruption Program (NACP)
- C. Improve access, quality and equitable social services delivery
- D. Increase quantity and quality of social services and Infrastructure
- E. Enhanced Good Governance and Administrative Services
- F. Improve social welfare, gender and community empowerment
- G. Management of Natural Resources and Environment enhanced and sustained
- H. Local Economic Development Coordination Enhanced
- I. Improve emergency and disaster management
- O. Pay Personal Emolument
- Y. Multi -Sectorial Nutrition Services improved

*This Strategic Plan report is organised into FIVE chapters narrating the Introduction; Performance Review of the previous Strategic Plan for 2016/17 – 2020/21; the Situation analysis; the 2021/22-June 2025/26 Strategic Plan; and the results Monitoring frame work, Review. Each of these chapters provides insight analysis of the key issues for better interpretation in each of the Annual Medium Term expenditure framework planning and implementation.*

Kuruthum A. Sadick  
THE DIRECTOR  
NJOMBE TOWN COUNCIL

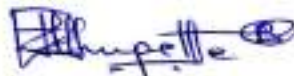


## PREFACE

The Njombe Town Council Strategic Plan for the year 2021/2022 to June 2025/2026 is a review and reflection of the priorities of the council from the past five years' plan implemented from 2016/17 to 2020/2021. The plan accrues the community socio-economic development gaps which has also been properly stipulated in the 2020- CCM Election Manifesto; the Third National Five Years Development Plan 2021/2022-2025/26; The Tanzania Development Vision 2025; The Sustainable Development Goals (SDGs -2030) and sector policies as well as all key issues reaffirmed in the speeches by the Fifth and sixth Phase Presidents during the opening of 12<sup>th</sup> National Assembly in November 2020, and March 2021 respectively. The major role of the council therefore is to facilitate and ensure that; Njombe Town Council's community realizes sustainable and fair socio-economic development; equity and inclusive welfare stability in the context of national economic development, peace and tranquillity.

This reviewed strategic Plan keeps in focus the challenges faced by Njombe Town Council as an institution together with the entire community towards empowering and supporting its communities as well as Ward, Mitaa/village and lower level government authorities to undertake and discharge their mandated responsibilities effectively and efficiently on service delivery ,exploitation of the available resources and opportunities so as to enhance sustainable socio-economic development and good governance. The plan is tailored with human development in the context of capacity building as well as socio-economic development facet.

The Plan implementation will base on efficiency and effective coordination and utilisation of attained resources and opportunities under supervision of the council authoritative bodies and the communities, good governance and linkage to the Regional administrative Secretariat as well as the central Government and ministries Departments. This will ensure harmony and the ultimate quality services delivery to its community and other stakeholders in Njombe Town Council.



Hon. Erasto Mpete  
CHAIRPERSON  
NJOMBE TOWN COUNCIL

CHAIRMAN  
NJOMBE TOWN COUNCIL

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## CHAPTER 1: INTRODUCTION

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### 1.1 Historical and administrative background

Njombe Town council was established in 2007 forming the six councils of Njombe region. Other councils include Ludewa district council, Makete DC, Njombe DC, Wanging'ombe DC and Makambako Town council. Administratively, Njombe Town Council covers 3,212sqkms and it borders with Ludewa District in the South; in the South - East it borders with Ruvuma Region; in the West it borders with Makete District; in the North - West it borders with Wanging'ombe DC while in the North -East it borders with Njombe District Council. The Council has two divisions of Njombe Urban and Igominyi; 13 Wards, 44 Villages and 28 Mitaa.

According to 2012 National population Census; its population was 130,223 people of whom 61,112 were males and 69,111 were females. For the year 2021; the council's population is projected to be 161,359 (77,053 males: 84,306 Females). The Council has 8 viable political Parties namely CCM, TLP, CHAUMA, CHADEMA, ACT-Wazalendo, ADA TADEA, DP and NCCR-Mageuzi. The 13 Wards are each represented by one elected councillor – all of them come from CCM. Also, there are 5 nominated councillors for special women seats accounting to 28% of the total councillors and the entire male from CCM. The Member of Parliament (MP) who is also a member of the councillors also comes from CCM party.

### 1.2 Roles of Njombe Town Council

As per its establishment in July 2007 under the local government act no 8 of 1982. Njombe Town council, basing on this Act is charged with the following roles and functions:-

- (a) **Development role:** This is done through technical advice and capacities building to lower level Local Government Authorities (Villages, Mitaa and wards) so as to enable them deliver improved and quality socio- economic services.
- (b) **Administrative role:** To ensure peace and tranquillity prevail in the council by creating enabling environment for lower level LGA leaders and communities that enhance them to perform their functions accordingly.
- (c) **Coordination Role:** To ensure that social and economic activities are harmonized and aligned to the national, ministerial and sector development policies and strategies.
- (d) These three major roles are then accrued into a single core value of the council which is *service delivery* furnished sector wise as illustrated hereunder.

### 1.3 Council's Sectoral service Delivery Profile

#### i) Agriculture and Livestock Sector

Generally; Njombe Town council produces sufficient and surplus food every year. This has been possible due to favourable weather and environment. For the 2021/2022 crop season, crop production stand is expected to be 120,568.8 tonnes of grains; 773,659 tonnes of legume



and 382,049.5 tonnes of Irish/round potatoes. Likewise the council expects to harvest 44,405 tonnes of tea, and 2300 tonnes of avocado. Similarly Njombe town council keeps livestock of which 29,918 are indigenous cows; 6,890 are hybrid cows; 18,180 goats; 305,889 chicken/poultry; 7,664 pigs and 3,740 sheep. The available number of Dairy cows which is estimated at 2,219 produces an average of 7.5 litres of milk per day and hence making an aggregate production of 5,991,300 litres per annum.

#### **ii) Land, Natural Resources and Town Planning**

For the year 2021/2022 the council has managed to officially certify 1,150 farm fields and plots, registering 7,200 plots into data base; offering 97 residence permit and 818 property rights to Institutions and individuals. Either for the year 2021/2022 alone, the sector has managed to plant 8,231,242 trees of which 400 are ornamental and the rest are for a mixture of uses planted in water sources and other places for environmental protection.

Likewise for the year 2021/2022, 2740 plots/farms were planned and surveyed for various uses including residential, Industrial, Commercial etc.

#### **iii) Primary school education sector**

Currently the council has 93 primary schools of which 16 are private schools and 77 are government schools with 734 teachers. There are 630 Teachers house; 933 classes; 305 offices; 150 stores and 1,464 latrines. Other 23 classes, 6 Teachers house and 84 latrines are under construction in various Schools. Every school have pre-standard one to Standard VII class enrolling approximately 34,287 (17,211 boys; 17,076 girls) and that; 100% of all pupils who passes standard VII every year they join form one in Secondary Schools' available in the council.

#### **iv) Secondary School Education**

There are 29 Secondary schools of which 16 are government while 13 are private schools. Among these Schools only one enrolls Advanced level students alone; 6 schools enrol both ordinary and advanced level students; and the remaining 22 schools are for ordinary level alone. These schools are currently enrolling a total of 11,795 students of which 5,865 are boys and 5,930 girls with a total of 709 teachers (511 in public schools; 198 in private schools). All 16 government schools have a total of 244 classrooms, 123 teacher's houses; 387 latrines and that all of them have complete set of laboratory rooms (i.e.: Physics, Chemistry and Biology labs). Other 15 classrooms, 32 latrines, 2 teachers' houses, one dining hall and 2 hostels are still under construction. Njombe Town council has maintained number one rank region wise since 2016 to 2020 for form four examination results and hence education quality has remained unsurpassed within the region and the second national wise.

#### **v) High Education**

Njombe town council has two University branches of Open University and Iringa University which enrolls approximately 645 students. There are two private teachers colleges offering diploma with the capacity of enrolling 180 students. Either there are 7 vocational education training schools enrolling approximately 230 students.

#### **vi) Health & HIV/ AIDS**

Njombe Town Council has 2 hospitals (1 public and 1 private under TANWAT), there are 9 health centres (2 public and 7 private owned); there are 59 dispensaries of which 49 are public and other 10 are private owned dispensaries. HIV/AIDS in Njombe Town council currently (2016) stands at 11.4% showing a slight decrease from 14.8% as per 2016/17 THIS report. The Council continues to strengthen health services provision by increasing the number of Health centres whereby two more HCs are under construction (Makowo and Kifanya) as well as HIV/AIDS prevention and support programme among the communities and at work places is still going on. The council is emphasizing provision of entrepreneurial education to primary school leavers (STD VII and form IV-VI) in order to avoid them from engaging in risky activities which can lead them to early age HIV/AIDS infections.

HIV awareness creation is progressing through secondary school clubs.

#### **vii) Water sector:**

The council has 53 water supply sources whereby 38 sources forms the gravity scheme and remaining 15 are Hydram. There are 32 registered water users association. Currently the council has attained 67.47% coverage for the population getting clean and safe water at the described 400m distance from their homes in rural area while in town area about 73.6% of the population is connected with piped water supply system. This means approximately 87,448 of the council's population which is equivalent to 67.5% of the entire population are getting safe and clean water.

#### **viii) Road Sector:**

The Council has good road network totalling 1,422.453 km linking it with its neighbouring councils of Makambako, Njombe DC, Ludewa, Makete, Wanging'ombe and Madaba DC of which 247.42km are tarmac, 255.88km of gravel and the remaining 919.153 km are earth roads. This network is 96.08% passable throughout the year's seasons. In addition, according to Government Plan and Budget Guideline for financial year 2022/2023 each council exceeding 5 billion own source revenue collection is supposed to contribute 10% of its collection to support road construction; this will help to accelerate road construction in the town.



## **14 Cross cutting sectors**

### **i) Communication /ICT**

Njombe Town council has a good coverage of e-communication network supported by TTCL, VODACOM, AIRTEL, TIGO and HALOTEL companies. The presence of these companies has made e-governance and e-learning possible in the council. Some of our departments; Planning, Education, Agriculture and Livestock, Accounts, Trade, human resource and TASAF offices are currently linked to "e-communication systems" including, MUSE, PLANREP, "Lawson portal", "EPICOR", etc and hence enjoying the service in their daily official conduct. Apart from the nation-wide radio and television services provided by the Tanzania Broadcasting Corporation (TBC), Independent Television (ITV), Clouds, and Azam TVs and radios. Also there are other local radio stations providing services in Njombe town council of which includes Magic FM, Starter FM, Upland FM and Kings FM. The council operates the Njombe Town Council website ([www.njombetc.go.tz](http://www.njombetc.go.tz)) as part of its council's informative and communication function module.

### **ii) Energy**

Energy supply particularly in peripheral villages is currently going on through REA programme and it is going to cover all villages. Apart from national grid which connects customer in the 3 township wards, Njombe town council have other 3 small hydropower Industries/plants owned by TANWAT; Roman Catholic Church (Imiliwaha and Uwemba village) which contributes significantly to promotion of small and medium industries in the council in the small pockets of the remaining 10 rural wards.

### **iii) Industry**

There are six significant medium scale industries producing different products like timber products (TANWAT); Wattle products (TANWAT); Dairy products (CEFA); Kibena tea Co. Ltd; Luponde tea Co. Ltd; UNILEVER tea industry; KITULO drinking water industry and Nole Water production industry. There are more than 138 variable number of small scale industries in Maize flour and sunflower oil processing; carpentry; bakery; welding; tailoring and other fabrications. Currently the council has already with GPS which is a remarkable step towards implementation of land use plan demarcating areas of investment for industries, settlements, recreations as well as reserve areas for future expansion. Full implementation of GPS will foster town growth both economic and social services.

### **iv) Gender equity and economic empowerment**

Higher leadership posts in Njombe Town council are held by women (the District Commissioner and the Director); Three (3) departments out of eighteen (18) are also led by women (HRO, CDO and HPMU); 1 out of 72 village/Mitaa chairpersons is a woman, there are 3 women out of 13 WEOs, 10 Village/Mitaa Executive Officers out of 72 chairpersons are women. The council continues to encourage women to assume leadership roles and contest



leadership posts in all community levels whenever chances arise.

Similarly in 2021/22 the council has more than 255 active Women, Youth and people with disabilities economic groups. The council continues to implement the established scheme and the developed revolving fund, specific to youth, women and disabled engaged in agricultural activities and small businesses\* by supporting them with loan to undertake small scale irrigation schemes. The loans are provided to groups of 10 members for women and youth and 1 member for disabled. Crops mainly grown by these groups include Avocadoes, Irish potatoes, fruits, vegetables and maize production for commercial purpose. According to NBS (GDP Report, 2019) Njombe Town council's GDP was determined to stand at TShs 824,129,000 while the per capita GDP stands at TShs 5,601,876.00.

**v) Community participation initiatives in Development process**

Njombe Town council communities are actively participating right from problem and needs identification, planning and implementation process. This is vividly observed in every development projects which are mostly initiated and supervised by the community themselves (CIPs) particularly in construction of community school and health facilities, meals contribution to their children in schools as well as paying garbage collection fees. The council do also operate in transparency whereby once fund is received information is furnished down to the community. The process is reciprocally important as it is shared by both the community as well as the agent or service provider.

**vi) Nutrition status**

Stunting has continued to be the major problem for <5 children in the council while malnutrition contributes much higher such that severe underweight ranges from 0.6 to 6.9% while the average percentage is 3% (2013 data). Njombe TC has taken serious measures through departmental and sections budgetary mainstreaming where areas of intervention are supplementation of vitamin A, deworming, dietary improvement, integrated packages of nutrition education program, supplementation of FEFO for pregnant women and growth monitoring. Currently regional malnutrition rate stands at 52%. However; NBS/HHNS is under way and the new rate will be established and disseminated once the process is to be completed.

**vii) Finance**

There are 4 major banks offering financial services in the council this includes CRDB, TPB, NMB and NBC. Others small financial institutions include FINCA, SACCOs, VICOBA, TIGO pesa, M-pesa, Airtel money, Halo-Pesa, T-Pesa, etc.

**15. The Reviewed Strategic Plan**

This Reviewed Strategic Plan for Njombe TC covers another period of five years beginning from July 2021/2022 to June 2025/2026. This plan is a reflection of the 2016/2017– 2020/2021

Strategic Plan performance making a continuum consolidation of the achievements made towards realisation of the council vision as well as the Tanzania Development vision 2025. The Plan is a guide of performance and conduct in the context of NTC's Mission, Core Values, and Mandates towards realising its Vision. The review process was done by making critical analytical review of The NTC's strengths, weaknesses, opportunities and challenges (SWOC) following the past five year strategic plan implementation as it is shown in Chapter three.

Chapter four defines the objectives of the plan, sets targets, key performance indicators and outlines the process used to derive them. The plan stipulates the strategies to be applied during execution process and it act as a guiding tool from which annual activities, budgeting and resources extraction, allocation and expenditure (MTEF) is prepared towards realization of the vision. It also spells out responsibilities among different officers thus making it easy for officers to be accountable for the success or failure against their responsibilities.

The plan capitalises on implementation of various National Policies and development vision contextualised in the Ruling Party Manifesto (2020). The plan focuses on issues emphasized in the Tanzania Development Vision, 2025 (TDV), National Five years development Plan (2021/22- June 2025/2026), Sustainable development Goals (SDGs) and sector cluster strategies as well as all key issues underlined by The President of the United Republic of Tanzania, Honourable Samia Suluhu Hassan in Her fore Key Notes made in the front page of the 5yrs development plan in June 2021.

#### **1.6. Review Methodology**

This Plan was prepared in a participatory manner; the process which involved officers and the NTC management by reviewing the 2016/2017 – 2020/2021 strategic plan. The Strategic Plan was developed in the context of the United Republic of Tanzania's socio-economic development agenda with reference to the Tanzania Development Vision (Vision 2025), the National Five Years Development Plan (2021/2022 –2025/2026); the 2020CCM Election Manifesto; the Sustainable Development Goals (SDGs) and the ministerial and departments Development policies. The review was taken through the following process:-

- Carrying performance review for the period ending year 2021
- Carrying council's current situational analysis, which entangle NTC' Stakeholders Analysis, Strengths, Weaknesses, Opportunities and Challenges (SWOC)
- Reviewing NTCs' Mission and conduct
- Sorting out Key issues and ultimately,
- Reviewing the Goals and specific objectives, Targets and setting their respective key performance Indicators



## 2.1 Background

The purpose of the performance review for the period 2016/17- 2020/21 strategic plan was to determine the levels of achievements, effectiveness and efficiency in the allocation and use of resources. The end result of this exercise is to enable the council to come up with critical key issues or performance gaps for concentration in each of the planning cycle.

### 2.1.1 Vision (Dira)

*"A council with better and sustainable communities' living standard by the year 2026"*

### 2.1.2 Mission (Dhima)

The council intends *"To use the available opportunities and resources in collaboration with other development partners to provide sustainable quality services to the community basing on patriotism and good governance"*

## 2.2 Objectives

### Objective A: Services improved and HIV/AIDS infection reduced

HIV/AIDS is a national problem which needs attention. Hence, in order to decrease the rate of prevalence; more educative campaigns has to be undertaken to the community as well as at workplace interventions by providing care and support services to staff living with HIV/AIDS. It is in this regard; that Njombe Town Council continued to undertake the following interventions and the achievements noted are as narrated here bellow:

Table 1. Objective 'A' Targets and Achievements for the 2016 to 2021 Strategic Plan

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
• Work place HIV/AIDS support strengthened in 19 Departments by June 2021	18 HIV infected council staff have been receiving support since 2014 to date	<ul style="list-style-type: none"> <li>• Budget constraints to cover HIV/AIDS allowances to workers which is contrary to the HIV/AIDS guideline of TZS 50,000 – 100,000 per month) as well as supporting employees LWHIV</li> <li>• Departments with PLWHIV do not allocate funds/budget to support those employees.</li> <li>• Employees affected by HIV/AIDS do not inform their employer about their health status.</li> </ul>
• Prevalence rate of HIV/AIDS among	Prevalence rate of	



OPD case reduced from 8.8% to 7% by June 2021	HIV/AIDS among OPD case reduced from 8.8% to 4% in June 2021	
• New HIV/AIDS infection is reduced to zero in Njombe Town Council by June 2021	HIV/AIDS life skills training in all primary schools have been incorporated as part of subjects in syllabus of different levels of classes.	
HIV prevalence rate reduced from 14.8% to 8% by June 2021	HIV/AIDS infection rate have been reduced from 14.8% to 11.4% (2016/17 THIS report) by June 2021	

**Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategies**

**Table 2: Objective 'B' Targets and Achievements for the 2016 to 2021 strategic plan**

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
• 44 Villages and 28 Mitaa government leaders capacitated in combating corruption by June 2021	<ul style="list-style-type: none"> <li>No allegation of corruption to council staff was reported as at June 2016</li> <li>Sensitisation against corruption has been done and reemphasised in every staff meeting and seminars/workshop</li> </ul>	• Low community response in meetings when education is provided
• Anti-corruption services provider to NTC stakeholders supported by June 2021	Council staff and 104 members of ward tribunal have been capacitated in preventing and combating petty and grand corruption during capacity building programmes	• Staff moral erosion

**Objective C: Improve access, quality and equitable social services delivery**

**Table 3. Objective 'C' Targets and Achievements for the 2016 to 2021 strategic plan**

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
• Conducive Working Environment to all NTC Staffs ensured by year June 2021	• Procurement of motorcycles increased from 7 in 2016/17 to 61 in	• Inadequate funds

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
	<p>2020/21 for WEOs, VEOs, MEOs and extension officers to enable service provision to community.</p> <ul style="list-style-type: none"> <li>• Construction of staff houses for HODs increased from 5 in 2016/17 to 6 in 2020/21</li> <li>• 64 new staff houses for teachers and health staff constructed by 2020/21</li> <li>• Construction of Ward/Village/Mitaa office buildings increased from 49 in 2016/17 to 62 in 2020/21</li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Clean Environment and proper sanitation status in Njombe Town Council sustained by June 2021</i></li> <li>• <i>Collection of solid waste improved from 80% to 100% by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• Households with improved latrines increased from 23, 597 in 2016 to 32,670 in 2021</li> <li>• Increased solid waste management service from 9 Mitaa to 24 in 2021</li> <li>• Amount of solid wastes collected increased from 28 tons per day in 2015/2016 to 35 tons in 2020/2021 as a result of improved solid waste facilities (vehicles, tractors etc) and adequate budget allocated for solid waste management from TZS 68,000,000.00 in 2015/2016 to TZS 150,000,000 in 2020/2021</li> </ul>	<p>Inadquate solid waste trasport facilities (2 Vehicules and 1 Tractor)</p> <p>Lack of Solid waste recycling infrastructures especially Plastic containers</p>
<ul style="list-style-type: none"> <li>• <i>Environmental management in Njombe Town Council enhanced by June 2021</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Own source revenue collection efficiency in Njombe Town Council increased from 88% in 2016/2017 to 100% by June 2021</i></li> </ul>	<p>Own source actual collection amount has increased from 100.1% in 2016/2017 to 136.5% by June 2021.</p> <p>This has been possible due to the efforts made by the council including;</p> <ul style="list-style-type: none"> <li>• The use of electronic</li> </ul>	

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
	<p>Revenue collection Systems such as Local Government Revenue Collection Information System (LGRCIS) and PoS.</p> <ul style="list-style-type: none"> <li>Improvement of the existing sources such as Strategic projects (Njombe Bus Terminal, Central Market, and Timber Markets (Kifanya, Nundu, Lwangu)).</li> <li>Strengthening the management of the existing sources including the use of Task force and regular follow ups</li> </ul>	
<ul style="list-style-type: none"> <li>Quality of Meat and other livestock by-products (Skins and Hides) enhanced by June 2021</li> </ul>	<p>A total of 1,583 .3 tons of meat and 4,374 pieces of hides and skins have been produced at Kambarage, Ngalanga and other 10 Wards by June 2021</p>	<ul style="list-style-type: none"> <li>Poor conditions at Kambarage Abattoir as it is not fenced, No of lairage,</li> <li>Poor waste Water Treatment system</li> <li>Lack of Holding ground for sick Animals</li> <li>Ngalanga Pig Abattoir: has no Water, electricity</li> <li>Not Fenced</li> <li>Does not have Lair age for pigs</li> <li>Lack of waste Water treatment</li> <li>Shortage of slaughtering houses for both cattle and Pigs in Min Towns Such as Kifanya, Uwemba, Luponde, Ramadhani, Matola, Lugenge , Iwungilo, Makowo and</li> </ul>



KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
		Utalingolo
<ul style="list-style-type: none"> <li>• <i>Farmers with technical knowledge on livestock and fisheries production, value addition and marketing increased from 1500 to 4500 by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• Technical knowledge on Livestock and Fisheries Production, value addition and Marketing has been imparted to 3200 farmers in 2020/21 from 1500 farmers in 2016/17.</li> <li>• Number of Livestock Keepers who have benefited from Kopa Ng'ombe lipa Ng'ombe has been increased from 82 to 182 with a total of 379 Dairy Cattle</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of Extension officers</li> <li>• Unstable markets for Milk as Njombe Milk Factory has low financial capacity hence the company has failed to buy Milk produced from Livestock Keepers</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Technical knowledge on crop production, value addition and marketing increased from 2,000 to 6,000 farmers by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• Park houses/crop markets has been increased from 0 to 4 extension officers reduced from 25 to 23</li> <li>• Technical knowledge on marketing of crops improved from 2,000 to 13,443 farmers by June 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate Extension staff</li> <li>• Lack of funds</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Working performance of all Cooperative Societies improved by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• Working performance of 22 Cooperative Societies improved from 67% to 85% by 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate Cooperative Officers</li> <li>• Lack of funds</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Monthly and quarterly Livestock data collection and reporting system strengthened among all extension officers by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• A total 156 Wards Monthly Reports have been collected</li> <li>• A total 52 Wards Quarterly Reports have been collected</li> <li>• 12 Monthly and 4 Quarterly reports have been entered on the Agriculture Routene Data System website</li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Access of livestock keepers to extension services enhanced by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• Capacity and efficiency of Agriculture and Livestock Extension Services provision in Njombe TC have been improved from 75% to 80%</li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Capacity and efficiency of Livestock and fisheries staff in planning, monitoring and supervision enhanced by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• Planning, Implementation Monitoring, Follow up and repotr writing was done sucessfully on 26 Agriculture and Livestock activities</li> </ul>	

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
<ul style="list-style-type: none"> <li><i>Livestock mortality rate reduced from 10% to 5% by June 2021</i></li> </ul>	<p>The council has received a total of 229 litres of acaricides for 8 groups of Livestock Keepers of cattle dips of which 11,074 cattle and 3,370 shoats have been recorded. Also vaccination has been done up to June 2021 a total of 4560 cattle, 3125 dogs and 398,120 chicken has been vaccinated against Black Quarter, Rabies and New Castle Diseases Respectively. Mortality rate has been reduced from 10% to 7%</p>	
<ul style="list-style-type: none"> <li><i>Stakeholders participation in development process strengthened at all levels in the council by June 2021</i></li> </ul>	<p>Stakeholders participation in development process has been maintained at 100% from 2016/17 to 2020/2021 through statutory meetings such as Village/Mitaa assembly meetings, Council Committees (CMT, Finance committee, district Consultative Committee (DCC) and Regional Consultative Committee (RCC)</p>	
<ul style="list-style-type: none"> <li><i>Quality of learning and teaching environment in 76 primary schools enhanced by June 2021</i></li> </ul>	<p>Learning materials have been increased from 75% to 92% this include text books</p>	<p>Increase in the number of vulnerable children</p>
<ul style="list-style-type: none"> <li><i>Number of pupils passing National Examinations for standard IV and VII increased from 90% to 100% and 84% to 90% respectively by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>Students passing national Examination have been increased in number from 83.34% in 2016/17 to 89.34% in 2020/21</li> </ul>	
<ul style="list-style-type: none"> <li><i>Teachers recruitment increased from 682 in 2016 to 734 by</i></li> </ul>	<ul style="list-style-type: none"> <li>52 teachers have been recruited and increased number of teachers from 682 to 734 in 2021</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li><i>Number of drop out students reduced from 849 2016/2017 to 824 by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>Number of drop out pupils decreased from 849 in 2016/17 to 227 (73.26%) in June 2020/21</li> <li>Strategies used includes:</li> </ul>	<ul style="list-style-type: none"> <li>Negative response to some parents to fight against drop out pupils</li> </ul>

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
	<ul style="list-style-type: none"> <li>- Close supervision in collaboration with teachers, parents, village leaders, and community</li> <li>- Implementing school feeding program</li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Proportion of pupils who are not competent in 3Rs reduced from 6.4% to 0% by June 2021</i></li> </ul>	Proportion of pupils who are not competent in 3Rs reduced from 6.4% in 2016/17 to 2% by June 2021	Inadquate qualified teachers for 3Rs
<ul style="list-style-type: none"> <li>• <i>Quality of learning and teaching of 27 COBERT centers and Adult Education (ICBAE) enhanced by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• 13 teachers received COBERT and ICBAE trainings by June, 2021</li> <li>• 210 new curriculum books received for 27 adult centers</li> </ul>	<ul style="list-style-type: none"> <li>• Inefficient learning due to sharing of infrastructure with formal system</li> <li>• Budget constraint for honoraria and supervision expenses</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Cultural, National festivals and Memorial Day supported by June 2021</i></li> </ul>	-All cultural, national festivals and memorial days (Uhuru Torch, Revolution day, Karume day, Muungano day, Workers' day, Sabasaba day, Nane nane day, Nyerere day and Independence day) are celebrated as per annual calendar	Budget constraints
<ul style="list-style-type: none"> <li>• <i>Sports and Games in all schools and social sports clubs promoted by June 2021</i></li> </ul>	Facilitation of UMITASHUMTA from school level to National level. -Training and promotion of sport clubs has increased from 25 clubs in 2016/17 to 31 clubs in 2020/21.	Budget constraints
<ul style="list-style-type: none"> <li>• <i>Number of pupils passing National Examinations for form II; form IV and form VI increased from 95% to 100% ; 90% to 95% and 95% to 100% respectively by June 2021</i></li> </ul>	Number of students passing form II; Form IV and Form VII has been increasing every year i.e from 95% to 98.2%; 90% to 96.1% and 95% to 99.7% respectively in 2020/21	
<ul style="list-style-type: none"> <li>• <i>Number of teachers houses in Public secondary school increased from 117 to 195 by June 2021</i></li> </ul>	Number of teachers houses in public secondary school increased from 117 in	



KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
	2016/17 to 132 in 2020/21	
<ul style="list-style-type: none"> <li>Number of hostels/Dormitories in Public secondary schools increased from 26 to 30 by June 2021</li> </ul>	Number of hostels/Dormitories in Public secondary schools increased from 26 in 2016/17 to 33 in 2020/21	Budget constraint
<ul style="list-style-type: none"> <li>Number of administration block in public secondary schools increased from 5 to 13 by June 2021</li> </ul>	Number of administration block in public secondary schools increased from 5 in 2016/17 to 6 in 2020/21	Budget constraints
<ul style="list-style-type: none"> <li>Infant mortality rate reduced from 19/1000 to 17/1000 live birth by June 2021</li> </ul>	Infant mortality rate is reduced from 19/1000 to 14/1000 in June 2021	<ul style="list-style-type: none"> <li>Delay to seek care among community</li> <li>Delay to reach health facilities</li> <li>Health staff management error</li> <li>Ineffective referral system</li> </ul>
<ul style="list-style-type: none"> <li>Health care waste management improved at facility from 23% to 26% by June 2021</li> </ul>	Waste management service in the council has been reached 25% in June 2021	<ul style="list-style-type: none"> <li>Inadequate/inappropriate allocation of funds for constructing, maintenance and procurement of cleaning tools</li> </ul>
<ul style="list-style-type: none"> <li>Shortage of skilled and mixed human resource for health reduced from 56% to 42% by June 2021</li> </ul>	Shortage of skilled mixed human resource for health reduced to 54% by June, 2021	<ul style="list-style-type: none"> <li>Lack of established positions</li> <li>Inadequate incentives</li> </ul>
<ul style="list-style-type: none"> <li>Organization Structures and Institutional Management at all levels strengthened from 33% to 50% by June 2021.</li> </ul>	Organization structure and Institutional Management strengthened by 44% in June 2021	
<ul style="list-style-type: none"> <li>Community participation and Involvement in Health Promotion Actions strengthened from 53% to 55% by June 2021</li> </ul>	Community participation and Involvement in Health Promotion Action strengthened from 53% to 78% in June 2021	
<ul style="list-style-type: none"> <li>Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 9% to 8% by June 2021</li> </ul>	The rate of patients with complications associated with traditional medicine and alternative healing practices reduced to 2% in	

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
	June 2021	
<ul style="list-style-type: none"> <li>Under five mortality rate reduced from 10/1000 to 7/1000 live birth by June 2021</li> </ul>	The current <5 mortality rate stands at 7/1000 in June 2021	<ul style="list-style-type: none"> <li>Delay to seek care among community</li> <li>Delay to reach health facilities</li> <li>Health staff management error</li> <li>Ineffective referral system</li> <li>Inadequate drugs, equipment, and supplies</li> </ul>
<ul style="list-style-type: none"> <li>Shortage of medicines, medical equipment and diagnostic supplies reduced from 58.4% to 55% by June 2021</li> </ul>	Currently the shortage of medicines reached only 4% in June 2021	
<ul style="list-style-type: none"> <li>Availability of medical equipment raised from 79% to 80% by June 2021</li> </ul>	Availability of Medical equipment has been raised to 97.4% in June 2021	
Prevalence rate of malaria among OPD cases reduced from 2.9% to 2% by June 2021	The current status of Malaria prevalence rate is 1% in June 2021	
Prevalence of acute and chronic respiratory diseases reduced from 23% to 20% by June 2021	Prevalence of acute and chronic respiratory diseases have been completely gone 0% in June 2021, but the challenge lies in the epidemic diseases like Covid 19	
Prevalence of eye diseases among OPD cases reduced from 1.8% to 1% by June 2021	The current status on Prevalence of eye diseases among OPD cases stands at 1.72% in June 2021	<ul style="list-style-type: none"> <li>Poor personal Hygiene</li> <li>Injuries</li> <li>Poor eating habit – (Vitamin C, A and E Deficiency)</li> </ul>
Prevalence of oral diseases among OPD cases reduced from 0.8% to 0.5% by June 2021	The current status of prevalence of oral diseases among OPD cases is 0.8%	
Prevalence of skin disease conditions reduced from 5.1% to 3% by June 2021	The current status of Prevalence of skin disease condition is 5% by June 2021	
Hospital hygiene improved from 63% to 70% by June 2021	The Hospital hygiene improved from 70% which was targeted up to 75% at	



KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
	the current situation	
<i>TB case detection rate increased from 41% to 45% by June 2021</i>	The current situation of TB case detection rate has been increased from 41 to 73% by June 2021	
<i>Neonatal mortality rate reduced from 17/1000 to 15/1000 live birth by June 2021</i>	Neonatal mortality rate has been reduced from 17/1000 to 5/1000 in June 2021	
<i>Shortage of medical facilities and infrastructure reduced from 55% to 50% by June 2021</i>	Shortage of medical facilities and infrastructure has been reduced from 55% to 47% in June 2021	
<i>Complication related to injuries reduced from 8.2% to 6% by June 2021</i>	Complication related to injuries has reduced from 8.2% to 1% in June 2021	
<i>Maternal mortality rate reduced from 71/100,000 to 70/100,000 live birth by June 2021</i>	Maternal mortality rate stands to 96/100,000 in June 2021	<ul style="list-style-type: none"> <li>• Delay to seek care among community</li> <li>• Delay to reach health facilities</li> <li>• Health staff management error</li> <li>• Ineffective referral system</li> <li>• Inadequate drugs, equipment, and supplies</li> </ul>
<ul style="list-style-type: none"> <li>• Number of people getting piped water increased from 64% to 90 in urban and from 51% to 85 in rural area by June 2021</li> </ul>	Number of people getting piped water increased from 64% to 73.6 in urban and from 51% to 67.47% in rural area in June 2021	Budget constraint
<ul style="list-style-type: none"> <li>• Wild fire cases reduced from 30 to 5 by June 2021</li> </ul>	Wild fire events were reduced from 30 to 16 in June 2021	Continuation of various human activities like farming and production of forestry products (charcoal, timber, bee keeping etc.)
<ul style="list-style-type: none"> <li>• Management of all open spaces and urban greening promoted by June 2021</li> </ul>	Four (4) open spaces have been maintained by planting ornamental trees such as Posta, Oposite Lutheran, Sido and Mgendela dumping site	
<ul style="list-style-type: none"> <li>• Local tourism in Njombe Town</li> </ul>	Two (2) Companies dealing	The Local

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
<i>Council promoted by June 2021</i>	with Tourism has been established in June 2021 and the number of tourists increased from 10 in July 2017 to 35 in June 2021	Communities involvement to local tourism is still low therefore more awareness is needed to make more people being engaged in local tourism.
• <i>Natural Resources and water sources developed and conserved by June 2021</i>	The number of planted water friendly tree species were increased from 315 in July 2017 to 5122 in June 2021 and the conserved water sources were increased from 2 to 12 in June 2021.	The culture of practicing farming near the water sources especially during dry season the so called <b>VINYUNGU FARMING</b> is dominating among the Njombe Urban and rural communities a situation which alters most of the water sources to dry areas.
• <i>Awareness and beekeeping management enhanced by June 2021</i>	Number of Modern beehives increased from 1421 to 2612 in June 2021 and the number of Beekeeping groups increased from 8 (87 people) to 24 (297 people) in 2021	
• <i>Government procurement procedures adhered to and Improved by June 2021</i>	Decrease in procurement audit queries from 22 in 2016/2017 to 5 in June 2021 this has been possible due to; <ul style="list-style-type: none"> <li>• Compliance to the procurement act 2011 amendment in 2016 and Regulation 2013 amendment in 2016</li> <li>• The holding of tender board meetings in accordance with the procurement Law</li> <li>• Use of Procurement Systems TANEPS, MUSE etc</li> <li>• Presence of Government procurement Agency</li> </ul>	<ul style="list-style-type: none"> <li>• Poor network in running TANEPS system.</li> <li>• High procurement cost using Agencies (GIPSA &amp; TAMESA) compared to the market prices</li> </ul>



KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
	<p>(GPSA) as for all procurement of goods should be done to a registered Supplier under GPSA.</p> <ul style="list-style-type: none"> <li>• Presence of the Tanzania Electrical Mechanical and Electronics Services Agency (TAMESA)</li> </ul>	
<ul style="list-style-type: none"> <li>• <i>ICT services provision enhanced by June 2021</i></li> </ul>	Management of information system enhanced in FFARS, EPICOR, LGRCIS, PoS, GMS, GOTHOMIS etc.	
<ul style="list-style-type: none"> <li>• <i>Information System and ICT equipment's in NTC HQ maintained by June 2021</i></li> </ul>	Working tools and equipment's have been facilitated by ensuring all equipment's and tools are in proper functioning.	
<ul style="list-style-type: none"> <li>• <i>Government financial procedures adhered to and strengthened by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in audit queries from 52 in 2016/17 to 31 in 2020/21</li> <li>• Implemented audit queries increased from 28 in 2016/2017 to 19 in June 2021</li> </ul>	

**Objective D: Quantity and quality of economic services and infrastructure improved**  
**Table 4. Objective 'D' Key Targets and Achievements for the period from 2016 to 2021 strategic plan**

KEY TARGETS	SERVICE OUTPUTS ACHIEVEMENTS	CHALLENGES
<ul style="list-style-type: none"> <li>• <i>Community Initiatives within the Council acknowledged and supported by June 2021</i></li> </ul>	<p>Number of community projects supported increased from 57 in 2016/17 to 161 in 2021 using different sources of funds (Government, Council Own source Revenue, CDCF, EP4R, TASAF, etc.).</p> <p>Furthermore, the council continues to recognise and appreciate the community initiatives in the planning and implementation of development projects using the resources around them.</p>	Budget constraints

KEY TARGETS	SERVICE OUTPUTS ACHIEVEMENTS	CHALLENGES
<ul style="list-style-type: none"> <li><i>Socio-Economic data management and dissemination in the Council enhanced by June 2021</i></li> </ul>	<p>Socio-Economic data management and dissemination in the Council is done through Socio-Economic profile which is updated in collaboration with NBS after every three years (2018/19 – 2020/2021)</p>	<p>Lack of integrated systems for data base management</p>
<ul style="list-style-type: none"> <li><i>Implementation, monitoring and evaluation of all development projects in the Council enhanced by June 2021</i></li> </ul>	<p>Supervision and monitoring on the implementation of development projects is done by involving all statutory committees such as Council Management Team, Regional &amp; District political Committees, Regional &amp; District Security Committees, Finance Committee &amp; Full Council, as well as Ministries personnel</p>	<ul style="list-style-type: none"> <li>Insufficient funds</li> <li>Shortage of transport facilities</li> </ul>
<ul style="list-style-type: none"> <li><i>Livestock infrastructures in Njombe Town Council improved by June 2021</i></li> </ul>	<p>Construction of Fence at Kambarage Abattoir is in Progress of which 123.5m which is equivalent to 25% of the whole work has been constructed.</p>	<p>Shortage of funds to complete it at once as currently the department is forced to build in phases</p>
<ul style="list-style-type: none"> <li><i>Crops Value addition at every stage of production for NTC farmers promoted by June 2021</i></li> </ul>	<p>Value addition in Irish potato and Avocado was done by construction of Pack Houses in which sorting, grading is done before marketing. Tea value addition was done by construction Green leaf collection sheds.</p>	<p>Inadequate Extension staff and Lack of funds</p>
<ul style="list-style-type: none"> <li><i>Primary Education infrastructures in Njombe Town Council enhanced by June 2021.</i></li> <li><i>Classroom construction from 579 in 2016 to 956 in 2021.</i></li> <li><i>Teachers house 308 in 2016 to 447 in 2021.</i></li> <li><i>Pit Latrine 1180 in 2016 to 1476 in 2021.</i></li> <li><i>Pupils' desks 11798 in 2016 to 13475 in 2021.</i></li> </ul>	<ul style="list-style-type: none"> <li>Increased from 579 to 956 therefore council managed to accomplish the construction</li> <li>Construction of pit latrine increased from 118 to 1476 in 2021</li> <li>139 teachers houses have been constructed which increase number from 308 to 447 in 2021</li> <li>Maintenance of 1677 pupils</li> </ul>	<p>-Budget constraints.</p>



KEY TARGETS	SERVICE OUTPUTS ACHIEVEMENTS	CHALLENGES
	desks have been increased in number from 11798 to 13475	
<ul style="list-style-type: none"> <li>Secondary Education infrastructures in Njombe Town Council enhanced by June 2021.</li> </ul>	<ul style="list-style-type: none"> <li>New secondary infrastructures constructed includes (20 staff houses; 102latrines; 260 classrooms; 2 dining halls; 16 hostels;</li> <li>Infrastructures rehabilitated/maintained includes 2 dormitories; 14classroom; 3 laboratories;</li> </ul>	
<ul style="list-style-type: none"> <li>Cultural Tourism infrastructure Improved by June 2021.</li> </ul>	Cultural Tourism such as Ruhuji water falls, Hagafilo water falls, Yakobi historical church, Utengule warriors cementary , Ihalula caves and reserve forests.	
<ul style="list-style-type: none"> <li>New infrastructures for water projects in 10Villages Constructed by June 2021</li> </ul>	new water projects have been constructed in 11 villages including the village with the originating the water source(Kilulile) the ten villages includes; Idunda, Iduchu, Kilenzi, Idihani, Ngalanga, Utengule, Kilulile, Madobole, Luponde, Njoomlole and Uwemba	
<ul style="list-style-type: none"> <li>2km of Double Surface Dressing Urban Roads at Njombe Town Council done by June 2021</li> </ul>	0.88km (44%) has been constructed to double surface dressing standards (Kwivaha - Buguruni (0.2km); Idundilanga - Tanesco (0.38) & Ramadhan - Mabatini (0.3km)) as at June 2021	Budget Constraints
<ul style="list-style-type: none"> <li>185km of Roads at Njombe Town Council Improved/maintained by June 2021</li> </ul>	<p>The following categories of council roads have been improved/maintained:</p> <ul style="list-style-type: none"> <li>105Km improved to gravel standards</li> <li>162Km spot improvement</li> <li>348Km routine maintenance as at June 2021</li> </ul>	Budget Constraints
<ul style="list-style-type: none"> <li>4 bridges Constructed at Njombe Town Council by June 2021</li> </ul>	16 bridges have been constructed to connect	Budget Constraints

KEY TARGETS	SERVICE OUTPUTS ACHIEVEMENTS	CHALLENGES
	different streets (Ramadhani-Mabatini; Nazareth – Melinze; Kilocha – Ihanga; Buguruni – Kwivaha; Wende road; Kiswele road; NHC – Kihesa; Mtila – Matola; Boimanda road; etc.	
<ul style="list-style-type: none"> <li>Njombe HQ Building, bus stand and central market construction completed and maintained at Njombe Town Council by June 2021</li> </ul>	Njombe HQ Building, bus stand and Central market construction completed and provide services intended for the community	Budget Constraints
<ul style="list-style-type: none"> <li>Street lighting infrastructures in Njombe Town Council streets enhanced by June 2021</li> </ul>	Street Lighting has been enhanced to the public goods such as Cental Market, and Bus terminal	
<ul style="list-style-type: none"> <li>Land Revenue Collection Increased from Tsh.100, 000,000 to Tsh. 500,000,000 by June 2021.</li> </ul>	Land revenue collection has been increased from 100,000,000.00 in 2016/17 to 154,161,433.00 in 2020/21	
<ul style="list-style-type: none"> <li>Land Owned Customarily within the Planning Area, Secured and Granted CRO's by June 2021</li> </ul>	The council has managed to prepare and granted 340 CROs by June 2021	
<ul style="list-style-type: none"> <li>Town Planning activities in Njombe Town Council Enhanced by June 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Master plan established to guide land use and development</li> <li>Detailed planning schemes ( 131 Town planning drawings) has been prepared</li> <li>Informal settlements/squatters in 6 Mitaa has been regularised in Mpeto, Kibena hospiatal, Kibena kati, Lunyanywi, Mjimwema and Ramadhani</li> <li>New prime area has been planned i.e. Wikichi, Lunyanywi, Magoda, Mgodechi, Mjimwema, and Igawilo-Kifanya.</li> <li>Peri-urban areas has been planned for the use of</li> </ul>	<ul style="list-style-type: none"> <li>Inadquete funds</li> <li>Lack of trasport facilities</li> <li>Inadquate Land qualified pessonel</li> <li>Inaquete land knowlege to community</li> </ul>



KEY TARGETS	SERVICE OUTPUTS ACHIEVEMENTS	CHALLENGES
	urban farming i.e. Mgala, Ihanga, Yakobi, Idunda, Lilombwi, lwangu, Iboya, Utengule, Madobole and Nandu.	
<ul style="list-style-type: none"> <li>General Planning Scheme (GPS) enhanced in Njombe Town Council by June 2021</li> </ul>	<ul style="list-style-type: none"> <li>The council has managed to create awareness on GPS established through exhibition, radio programs and Village/Mitaa assembly meetings</li> <li>Development control to prohibit informal settlement development has been done</li> </ul>	Inadquate funds fast track GPS implementation

#### Objective E: Good Governance and Administrative Services Enhanced

Table 5. Objective 'E' Targets and Achievements for the 2016 to 2021 strategic plan

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
<ul style="list-style-type: none"> <li>Conducive working environment to headquarter/administrative offices ensured by June 2021</li> </ul>	The council has constructed a full furnished administration block with the capacity of accommodating all HQ staffs at Lunyanywi area as well as 325 and 117 teachers houses in Primary and secondary schools respectively; by June 2021	
<ul style="list-style-type: none"> <li>Community participation in decision making increased from 78% to 85% by June 2021</li> </ul>	Community participation in decision making has been increased from 78% to 95% in June 2021	
Number of staff attending National meetings and calls maintained by June 2021	Number of staff attending National meetings has been increased from 87 to 100 by June 2021	
<ul style="list-style-type: none"> <li>Staff welfare ensured to all employees by June 2021</li> </ul>	Staff welfare to all employees have been improved such as provision of housing, telephone, electricity, leave, burial etc allowances in June 2021	
<ul style="list-style-type: none"> <li>Council Clean audit report acquired by June 2021</li> </ul>	For five years of audited accounts consecutively the council has been qualifying clean audit certificate	

KEY TARGETS	SERVICE ACHIEVEMENTS	OUTPUT	CHALLENGES
	(unqualified Audit opinion)		
<ul style="list-style-type: none"><li>Administration and supervision of 13 departments and 6 Units ensured by June 2021</li></ul>	Administration and supervision has been ensured through council management meetings and departments/units meetings by in 2021		
<ul style="list-style-type: none"><li>Staff welfare services to employees ensured by June 2021</li></ul>	Statutory benefits to entitled staff such as housing, electricity, Telephone allowances improved by June 2021		
<ul style="list-style-type: none"><li>Qualified staff increased in the Council from 1585 to 1675 by June 2021</li><li>Retooling in Njombe Town Council offices enhanced by June 2021</li></ul>	Number of qualified staff has been increased from 1585 staff in 2015/2016 to 1928 staff by June 2020/2021.		
<ul style="list-style-type: none"><li>19 Civil Leaders welfare services ensured by June 2021</li></ul>	Civil Leaders have been facilitated with Responsibility allowances, Sitting allowances, Transport allowances, and NHIF Contributions by June 2021		
<ul style="list-style-type: none"><li>100% of Government Financial Procedures Adhered to and Strengthen in the council by June 2021</li></ul>	<ul style="list-style-type: none"><li>Decrease in audit queries from 52 in 2016/17 to an average of 31 in June 2020/21</li><li>Annual Average rate of Implementing audit queries improved from 28 in 2016/2017 to 19 by June 2021</li></ul>		
<ul style="list-style-type: none"><li>Council Public Assets Valuated by June 2021</li></ul>	<p>The Asset categories valuated by June 2021 are as follows:</p> <ul style="list-style-type: none"><li>107 Buildings asset have been valuated; 67 building are in poor condition (need demolition) while 40 buldings are in good condition as at June 2021(Refer 2020/2021 Njombe TC valuation report).</li><li>Motor vehicles/Graders asset valuation (vehicles - 23, Motor Graders - 2; Tractors - 4)</li><li>13 motorvehcles are in good condition; 6 motor vehicles are in bad condition; 2 have</li></ul>	<ul style="list-style-type: none"><li>Shortage of skilled personnel (CPA Accountant)</li><li>Changes of price</li><li>Unreliable data collection System</li></ul>	



KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
	been undergone detailed maintainance and 4 motor vehicles have been depreciated and disposed for sale through exhibition.	
<ul style="list-style-type: none"> <li><i>Council Revenue collection increased from Tshs 2,276,041,000 to 4,500,000,000 by June 2021</i></li> </ul>	<p>The target achieved for revenue collection from 2,276,041,000 in 2016/17 to 5,722,564,271.98 in 2020/21</p> <p>This has been possible due to the efforts made by the council including;</p> <ul style="list-style-type: none"> <li>The use of electronic Revenus collection Systems such as Local Government Revenue Collection Information System(LGRCIS) and PoS.</li> <li>Improvement of the existing sources such as Strategic projects (Njombe Bus Terminal, Central Market, and Timber Markets (Kifanya, Nundu, Lwangu)).</li> <li>Strengthening the management of existing sources including the use of Task force and regular follow ups</li> </ul>	
<ul style="list-style-type: none"> <li><i>UNICEF activities enhanced in Njombe Town Council by June 2021</i></li> </ul>	Njombe Town Council allocates funds for supervision of development projects implemented under UNICEF funds annually.	
<ul style="list-style-type: none"> <li><i>Development projects' quality and value for money is enhanced by June 2021</i></li> </ul>	<p>All development project are maintained quality and value for money for</p> <ul style="list-style-type: none"> <li>Compliance of procurement rules and procedures</li> <li>Close technical project preparation and supervision</li> </ul>	
<i>Organization Structures and Institutional Management at all</i>	Council organisation Structure have been strengthened by 99%	

KEY TARGETS	SERVICE ACHIEVEMENTS	OUTPUT	CHALLENGES
<i>levels strengthened by June 2021</i>	through participatory decision making from lower level hamlets/Village/Mitaa to the higher levels (Council, regional & Ministries) through Statutory Meetings		
<ul style="list-style-type: none"> <li>• <i>Good governance and Rule of law in the council is ensured by June 2021</i></li> </ul>	All statutory proceedings are held according to the annual calendar		
<ul style="list-style-type: none"> <li>• <i>Government Procurement Procedures adhered to and Improved by June 2021</i></li> </ul>	<p>Decrease in procurement audit queries from 22 in 2016/2017 to 5 in June 2021 this has been possible due to;</p> <ul style="list-style-type: none"> <li>• Compliance to the procurement act 2011 amendment in 2016 and Regulation 2013 amendment in 2016</li> <li>• The holding of tender board meetings in accordance with the procurement Law</li> <li>• Use of Procurement Systems TANEPS, MUSE etc</li> <li>• Presence of Government procurement Agency (GPSA) as for all procurement of goods should be done to a registered Supplier under GPSA</li> <li>• Presence of the Tanzania Electrical Mechanical and Electronics Services Agency (TAMESA)</li> </ul>		<ul style="list-style-type: none"> <li>• Poor network in running TANEPS system.</li> <li>• High procurement cost using Agencies (GPSA &amp; TAMESA) compared to the market prices</li> </ul>

#### Objective F: Social welfare, gender and community empowerments improved

Table 6. Objective F Targets and Achievements for the 2016 to 2021 strategic plan

TARGETS	ACHIEVEMENTS	CHALLENGES
<ul style="list-style-type: none"> <li>• <i>Access to rehabilitation services to PWDs increased from 26% to 40% by June 2021</i></li> </ul>	Access to rehabilitation services to PWDs increased from 26% to 40% due to education to community about disability to be involved in normal activities, also provision soft loans 2% and supportive instruments which can help them to participate in activities.	

TARGETS	ACHIEVEMENTS	CHALLENGES
<ul style="list-style-type: none"> <li>Number of children in conflict and in contact with the law reduced from 2% to 1% by June 2021</li> </ul>	Number of children in conflict and in contact with the law reduced from 2% to 1% this is due community is aware about caring their children	
<ul style="list-style-type: none"> <li>Prevalence rate of VAC reduced from 0.8% to 0.5% Girls and from 0.4% to 0.2% boys and brutally Killings of children with Albinism by June 2021</li> </ul>	Prevalence rate of VAC reduced from 0.8% to 0.5% Girls and from 0.4% to 0.2% boys and brutally Killings of children with Albinism this occurred through: <ul style="list-style-type: none"> <li>Children protection committee meeting in village/mitaa and ward level which provide education to community for the purpose of VAC reducing</li> <li>Awarenes Campaign through village meeting VAC reduced</li> </ul>	
<ul style="list-style-type: none"> <li>HIV infection reduced from 14.8% to 10% by June 2021</li> </ul>	HIV/AIDS infection rate have been reduced from 14.8% to 11.4% (2016/17 THIS report) by June 2021	
<ul style="list-style-type: none"> <li>Supportive supervision in the Council Improved by June 2021</li> </ul>	Conducted 2 activities of supportive to improve welfare of community	
<ul style="list-style-type: none"> <li>Empower 200 economic groups with soft loans in 13 wards by June 2021</li> </ul>	The number of economic groups (Women, Youth and people with disability) supported with soft loans has been increased from 87 in 2016/17 to 255 groups in 2020/21.	
<ul style="list-style-type: none"> <li>Poor household in Njombe Town Council reduced from 3,685 to 1,000 by June 2021</li> </ul>	The number of poor households has not reduced because graduation has not completed The number of Poor households has increased due to identification of new poor households which have joined the programe in 2020. Therefore the Council has a total of 4,089 poor households from 72 Mitaa and Villages	
<ul style="list-style-type: none"> <li>Njombe Town Council Community empowered economically by June 2021</li> </ul>	The number of economic groups (Women, Youth and people with disability)	Groups Loan reimbersement especially youth



TARGETS	ACHIEVEMENTS	CHALLENGES
	supported with soft loans has been increased from 87 in 2016/17 to 255 groups with loan worth TShs. <b>1,286,426,000</b> in 2020/21,	groups, majority fall apart soon after getting money
<ul style="list-style-type: none"> <li>• <i>Living condition of MVC and social welfare in 13 Wards improved by June 2021.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Living condition of MVC and social welfare in 13 Wards improved from 20% to 33% and this occurred:</i></li> <li>• <i>Through child commette in village, wards and council level the condition of MVC improved.</i></li> <li>• <i>Household involvement in IGA to improve welfare of MVC</i></li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Working environment of all Social welfare staff improved by June 2021.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Working environment of all Social welfare staff improved This is due to increase of social welfare computer</i></li> <li>• <i>Supported motorcycle by PACT ACHIEVE project to improve service</i></li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Welfare of Elders improved by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Welfare of Elders improved This occurred due to provide ID card for elders health treatment</i></li> <li>• <i>iCHF card for elders people are provided for improve welfare of elders.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Women, disabled &amp; Juvenile justice enhanced by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Women, disabled &amp; Juvenile justice enhanced:</i></li> <li>• <i>This is due to case management for justice and welfare of women</i></li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Existing institutions and community structures that promote and support socialization and protection of Children, Elders and Disabled people strengthened by June 2021</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Existing institutions and community structures that promote and support socialization and protection of 105 Children, 150 Elders and 180 Disabled people strengthened</i></li> <li>• <i>4 institutions such as St.Donbosco, St Joseph, St.Arna and Compassion that promote and support socialization and protection of children , elders and disables peolpe.</i></li> </ul>	

## Objective G: System for emergence preparedness and disaster management strengthened

Table 7. Objective 'G' Targets and Achievements for the 2016 to 2021 strategic plan

KEY TARGETS	SERVICE OUTPUT ACHIEVEMENTS	CHALLENGES
<ul style="list-style-type: none"> <li>Disaster mitigation enhanced by June 2021</li> </ul>	Njombe Town Council allocates funds for disaster management each year. Also, quality assurance for capital investment project has been put into consideration	
<ul style="list-style-type: none"> <li>Livestock Mortality rate reduced from 10% to 5% by June 2021</li> </ul>	<p>Mortality rate has been reduced from 10% to 7%.</p> <p>The council has received a total of 229 litres of acaricides for 8 groups of Livestock Keepers of cattle dips of which 11,074 cattle and 3,370 shoats have been recorded. Also vaccination has been done up to June 2021 as well as 4560 cattle, 3125 dogs and 398,120 chicken has been vaccinated against Black Quarter, Rabies and New Castle Diseases Respectively.</p>	
<ul style="list-style-type: none"> <li>Capacity on management of Emergency/ disaster preparedness and response strengthened from 18% to 21% by June 2021</li> </ul>	Management of emergency/disaster preparedness and response strengthened has been increased from 18% to 80% in June 2021.	

### 2.3 Stakeholders' Analysis

Njombe Town Council works with various numbers of stakeholders inspiring different community development works to complement the government effort. Categorically, they vary from faith based organisations, external development partners, volunteers, Local Non-Governmental organisations, etc. All of them including the community itself have also varied interests and expectations from Njombe Town Council Authority. Their expectations are spelled out in the matrix table 1 below. The main stakeholders working with Njombe Town Council includes; Deo Mwanyika Foundation, COCODA (Community Concern of Orphan & development association) SHIPO (Southern Highlands Participatory Organization), PADI (Tanzania Mission to the Poor and Disabled); Southern Agricultural Growth Corridor of Tanzania (SAGCOT), HHU (Highlands Hope Umbrella), COPASDO (Community Participatory in Sustainable Development Organization), NJOPACE (Njombe Paralegal Centre) NCDF (Njombe Community Development Foundation), MSETI Development Association, Deaf's Sustainable and Development Organization, KONGA



Development Association, St. Getrude Imiliwaha Convent, Vibinjo Farming Cooperative Society Ltd, Panda Miti Kibiashara, FBOs like Caritas (RC); the community themselves through their daily livelihood endeavour; the NGOs, CBOs, the central Government Ministries and the Regional Secretariats; Public and private institutions like financial institutions, Parastatal and the business community as well.

#### 24 Need and Expectation of Stakeholders

Generally resources are scarce while the wants and needs are many. In that case, in order to meet the needs of people collaboration with other development stakeholders is important. In such context Njombe Town council need support from different partners in order to meet its obligation, yet still partners also have their needs and expectation where by the council should provide in order for them to assume maximum roles in delivering socio-economic services to the community harmoniously. Table 8 below shows categorically some of their needs and expectations from the Council in a matrix form.

**Table 8 Stakeholders Analysis Matrix**

STAKE HOLDER	WHAT WE DO FOR THEM	THEIR EXPECTATIONS	IMPACT OF NOT MEETING EXPECTATION	RANKING
Communities (farmers and business community)	<ul style="list-style-type: none"> <li>- Promote economic growth</li> <li>- Tracking the magnitude of our service delivery</li> <li>- Policy interpretations</li> <li>- Promote community initiatives and self-help</li> <li>- Provision of leadership skills</li> <li>- Guidance</li> </ul>	<ul style="list-style-type: none"> <li>- Better social and economic services</li> <li>- Information and communication sharing</li> <li>- Active participation in development activities</li> <li>- Quality service delivery</li> <li>- Sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>- Poor support to Development project</li> <li>- Poverty increase</li> <li>- Unsustainable development and services projects</li> </ul>	High
Corporate institutions	<ul style="list-style-type: none"> <li>- Provide them with good working environment</li> <li>- Feedback over their performance</li> <li>- Clientele</li> <li>- Provide economic profiles</li> </ul>	<ul style="list-style-type: none"> <li>- Customary relation</li> <li>- Good working environment</li> <li>- Master plans</li> </ul>	<ul style="list-style-type: none"> <li>- Poor service delivery</li> <li>- Un coordinated efforts in fighting poverty</li> <li>- Increased vulnerability to income poverty</li> </ul>	High
Local & External NGOs/Partners	<ul style="list-style-type: none"> <li>- Registration</li> <li>- Track/monitor their performance</li> <li>- Technical support</li> <li>- Collaborate</li> <li>- Coordination</li> </ul>	<ul style="list-style-type: none"> <li>- Local Personnel</li> <li>- Support from the council</li> <li>- Partnership</li> <li>- Comprehensive district development</li> </ul>	<ul style="list-style-type: none"> <li>- Frustration</li> <li>- Lack of coordinated projects</li> <li>- Poor service provision</li> </ul>	Medium



		plan		
SACCOS / Credit societies	<ul style="list-style-type: none"> <li>- Mentor</li> <li>- Technical support</li> <li>- Nurturing</li> <li>- Track/monitor their performance</li> </ul>	<ul style="list-style-type: none"> <li>- Policy guidelines</li> <li>- Auditing and supervision</li> <li>- Technical support</li> </ul>	<ul style="list-style-type: none"> <li>- Poor service delivery</li> <li>- Conflicts among members</li> <li>- Poverty</li> </ul>	High
Religious Groups	<ul style="list-style-type: none"> <li>- Registration</li> <li>- Track/monitoring their performance</li> <li>- Peace and tranquillity environment</li> </ul>	<ul style="list-style-type: none"> <li>- Social Service</li> <li>- Support on their initiative to assist service provisions</li> </ul>	<ul style="list-style-type: none"> <li>- Demoralized community</li> <li>- Poor service provision</li> <li>- Moral decay</li> </ul>	Medium
Political Parties	<ul style="list-style-type: none"> <li>- Peace and tranquillity environment</li> <li>- Coordination</li> <li>- Moderation</li> <li>- Consultation/discussion</li> </ul>	<ul style="list-style-type: none"> <li>- Policies</li> <li>- Involvement in development activities</li> <li>- Realistic Manifesto</li> </ul>	<ul style="list-style-type: none"> <li>- Uncoordinated efforts</li> <li>- Instability</li> </ul>	Medium
Central Govt. Ministries, Independent Departments, RAS, DAS and Agencies	<ul style="list-style-type: none"> <li>- Receiving directives/policies</li> <li>- Implementer of policies</li> <li>- Reporting/feedback</li> <li>- Seeking technical &amp; financial support</li> <li>- Advisory</li> </ul>	<ul style="list-style-type: none"> <li>- Transparency</li> <li>- Adherence to financial regulation</li> <li>- Value for money</li> <li>- Efficiency&amp; Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>- Poor services delivery</li> <li>- Government inconsistency</li> <li>- Poor macro and micro economic performance</li> <li>- Mistrust</li> </ul>	High

### 3.1 Introduction

This section provides situational reflection and basis for forward budgeting for Njombe Town council in the context of revealing the council's available relevant external and internal environment. The strategies therefore considers the major council's SWOCs (Strengths, Weaknesses, Opportunities and Challenges), which must be taken on board every year during planning and budgeting processes in order to accommodate and address some priority interventions (*Key issues*) in the course of planning and implementation. The purpose of the situational analysis was to determine the social and economic performance of Njombe Town Council so as to be able to come up with decisions that will lead to the preparation of another revised Strategic Plan (SP) at the end. The focus in this exercise was basically to reveal the social and economic functions of the council. The SWOC tool was used to identify strengths, weaknesses, opportunities and challenges which cement the way to the identification of critical issues that require resolution. Part 3.2 below chronologically shows the outcomes of the situational analysis.

### 3.2 Strengths, Weaknesses, Opportunities and Challenges (SWOC)

#### 3.2.1 Strengths and Weakness

These are internal factors controllable by the council. The strength are the one up on which the council has advantages, the areas it performs better, the unique resource accessible and the value that the community is proud of from the council. On the other hand, the weakness entangles area of improvement by the council and what should be avoided in order to achieve the ultimate goals. Strengths are the variables useful in exploiting the available opportunities, and also removing the weakness as well as avoiding the challenges. Table 9 below narrates Njombe Town council's strength and weakness.

Table 9: Strength and Weakness of Njombe Town Council's major pro-poor sectors

Criterion	Strength	Weakness
Agriculture sector	<ul style="list-style-type: none"> <li>• Arable land (192,700 Ha)</li> <li>• Suitable land for irrigation (6,753Ha)</li> <li>• Soil Test Kit</li> <li>• Qualified personnel</li> <li>• Agriculture equipment: 957 ploughs, 68 tractors and 10 power tillers,</li> <li>• Agriculture being the main occupation at large (75%)</li> <li>• Communities readiness to fight against hunger and income poverty</li> <li>• Presence of 10 AMCOS, 19 SACCOS,</li> </ul>	<ul style="list-style-type: none"> <li>• In access to agriculture equipment and inputs for the poor farmers</li> <li>• only 981Ha are under irrigation</li> <li>• Inadequate agricultural processing industries</li> <li>• Uncoordinated agricultural marketing system at village level</li> <li>• Inadequate irrigation schemes</li> <li>• Inadequate knowledge on soil management</li> </ul>

Criterion	Strength	Weakness
	<ul style="list-style-type: none"> <li>59 Cooperative Societies</li> <li>• Presence of Agricultural Industries (3 Tea industries and 7 Grain milling Machines)</li> <li>• Presence of 2 pack houses</li> </ul>	<ul style="list-style-type: none"> <li>• Higher Malnutrition rate</li> </ul>
Livestock Sector	<ul style="list-style-type: none"> <li>• Qualified Livestock Extension Officers</li> <li>• Livestock (22,950 Cattle; 13,158 goats; and 3,959sheep; 325,225poultry ;)</li> <li>• Livestock facilities (16 dips;1veterinary laboratory)</li> <li>• Pasture supporting soil/suitable for grazing ( 48,802Ha)</li> <li>• Tse-tse free areas</li> <li>• Willingness of villages to adopt modern livestock farming</li> <li>• Presence of Livestock Industries (Njombe and Kend's Milk factories)</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate veterinary services /infrastructures</li> <li>• Disease outbreaks like anthrax, black quarter, new castle disease, rabies, ECF, Babesiosis, Anaplasmosis, etc.</li> <li>• Low productivity of local breeds</li> <li>• Poor pasture management system</li> <li>• Insufficient livestock products' processing infrastructure</li> </ul>
Industry, Trade and Investment	<ul style="list-style-type: none"> <li>• Improved gathering and dissemination of trade &amp; market intelligence including District Business Council</li> <li>• Presence of Business One Stop Centre</li> <li>• Presence of Potential areas for investment <ul style="list-style-type: none"> <li>- 32,819.98 (Ha) For industries and farming</li> <li>- Presence of demarcated areas for markets at Msete -Mjimwema</li> </ul> </li> <li>• Willingness and readiness of the community to adopt advanced business technologies</li> <li>- Use of e-commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints for land survey and compensation.</li> <li>• Inefficiency of one stop center services due shortage of staffs from other stakeholders (TRA, SIDO, OSHA etc)</li> </ul>
Education Sector	<ul style="list-style-type: none"> <li>• Presence of 94 Primary schools (78Public and 16 Private)</li> <li>• 29Secondary schools (16 Public and 13 private)</li> <li>• Presence of teaching facilities in Public Primary Schools (933 classrooms; teachers houses;305Teachers offices;1,496 Latrines (727Boys toilet; 769 Girls toilet in P/Schools)</li> <li>• Presence of teaching facilities in Public Secondary Schools (244classrooms; 123 teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate facilities in public P/schools (156classrooms ;447Teachers houses ;127Teachers offices; 173) 162Pupils toilet (40for Boys ; 162. for Girls toilet);</li> <li>• Inadequate facilities in public Secondary Schools: 24 Classrooms; 328 Teachers houses; Teachers toilets; 68Pupils toilet (22 for boys and 46 for Girls);</li> <li>• books and other teaching</li> </ul>



Criterion	Strength	Weakness
	<p>houses;123 Teachers toilet; 387 latrines (218 Boys toilet; 169 Girls toilet) and 6 Administration block; 33 dormitories/hostels)</p> <ul style="list-style-type: none"> <li>• Readiness of community to contribute in construction of school facilities( staff houses &amp; classroom)</li> <li>• Willingness of villagers to send their children to school</li> </ul>	<p>facilities in public schools</p> <ul style="list-style-type: none"> <li>• Absence of 10 administration block; 12 Dormitories; 34 Hostels</li> <li>• Lack of lighting /electricity to some schools</li> <li>• Inadequate budgetary allocation for provision of food to boarding schools</li> <li>• Inadequate of 110 science teachers in schools especially in Physics, Chemistry and Mathematics Subjects.</li> </ul>
Health Sector	<ul style="list-style-type: none"> <li>• Two Hospitals (One district and one private hospital) 2 health centres (1Public;1private) and 59 Dispensaries (49 Public owned; 10 private )</li> <li>• 404 Qualified personnel</li> <li>• Established Community Health Fund (CHF) with 1,130 registered Household out of 36,658 households</li> <li>• Village health committees in 44 villages &amp; 15 Mitaa</li> <li>• 7CTCs and 8 VCT</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of decent buildings at the Council hospital, 9 health centres, and 1 dispensaries, 9 OPDs buildings, 9 maternity wards, 153 staff quarters, 9 mortuary buildings etc</li> <li>• Shortage of health staff, equipment and medications (107 Nursing Officers; 12AMOs; 13MOs; 3 HOs; 2Biomedical technician; 3 Pharmacists; 3 Assistant Laboratory Technologists; 1 Dental officer; 2 Dental therapists etc.)</li> <li>• Failure of some community members to contribute to Community Health Fund</li> <li>• HIV pervasiveness/prevalence danger (11.4%)</li> <li>• High Malnutrition rate for &lt;5 children (52%).</li> <li>• Inadequate environmental sanitation facilities (2 lorries of 10 tons capacity and 2 tractors)</li> </ul>
Natural Resources	<ul style="list-style-type: none"> <li>• Presence of 3,031Ha of natural forest reserve</li> <li>• Presence of 21,358 ha of planted forest</li> <li>• Large area suitable for tree plantation</li> <li>• Natural regeneration of vegetation</li> <li>• Presence of qualified staffs</li> <li>• Suitable area for bee keeping</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to apprehend by-laws defiant</li> <li>• Forest fires</li> <li>• Forest encroachment by human activities</li> <li>• Inadequate participation by communities in bee-keeping</li> <li>• Insufficient timber processing facilities</li> <li>• Insufficient market coordination</li> </ul>

Criterion	Strength	Weakness
		for forest products
Lands & Environment Sector	<ul style="list-style-type: none"> <li>• High demand for plot and industrial development</li> <li>• Presence of General Planning Scheme (GPS)</li> <li>• Growing demand for town planning</li> <li>• Land use planning personnel availability</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate equipment for land use plans/ town plans</li> <li>• Inadequate transport facilities</li> <li>• Budget constraints to facilitate GPS implementation</li> <li>• Inadequate land personnel</li> </ul>
Water Sector	<ul style="list-style-type: none"> <li>• Water Service 38 Piped working schemes</li> <li>• Presence of 32 registered CBWSO'S</li> <li>• Natural Water resources</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate water distribution network and points</li> <li>• Old age for some of water schemes</li> <li>• Decrease in water in water sources due to climate changes</li> </ul>
Works Sector	<ul style="list-style-type: none"> <li>• Availability of 1,422.453Kms of road network (Km 242.42tarmac, Km 255.88 of gravel and 919.153 Km is earth)</li> <li>• Availability of qualified personnel</li> <li>• Availability of road work equipments (1 Excavator; 1Roller; Tipper,</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of road maintenance knowledge to the villagers</li> <li>• Frequent maintenance for earth - road networks</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>• 255 Active youth and women economic groups</li> <li>• (196)Village community banks ( VICOBA &amp; SACCOS)</li> <li>• Presence of community development staff at ward level</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of reliable transport facilities</li> <li>• Unstable NGOs and CBOs operating in the council</li> <li>• Inadequate personnel down to village level</li> </ul>
Administration and good governance	<ul style="list-style-type: none"> <li>• Presence of HQ offices</li> <li>• Presence of 1917 trained and qualified staffs</li> <li>• Presence of 89PoSequipment's for revenue collection</li> <li>• Increasing Own source revenue collection trend</li> <li>• Presence of 24reliable revenue sources</li> <li>• Presence of taxable business communities</li> </ul>	<ul style="list-style-type: none"> <li>•Inadequate ICT facilities and staffs</li> <li>•Inadequate staffs and office facilities (furniture, and other office fittings)</li> <li>• Inadequate own source revenue sources</li> <li>• Inadequate knowledge for maximum utilisation of PoS equipments in revenue collection</li> </ul>

### 3.2.2 Opportunities and Challenges

Opportunities and challenges are mostly external factors surrounding the council's area of jurisdiction. Opportunities refers to those factors if exploited may hasten development pace for the council. They are the trend occurring neither initiated from within nor uncalled for but favourable and can facilitate success. These includes change in government policies in favour of our side, change in social pattern, population profile as well as change in life style,



demand, change in technology, new partnership, etc. Table 10 below are the opportunities and challenges surrounding Njombe Town council in its day to day operations.

**Table 10: Development Trend, Opportunities and Challenges for Njombe Town Council**

Desired Trend	Opportunities	Challenges
Improved agricultural sector productivity	<ul style="list-style-type: none"> <li>• Availability of development partners and NGOs which support agriculture activities</li> <li>• Availability of southern zone research/training centres</li> <li>• Increasing agricultural product demand</li> <li>• Commitment of the central government to support agriculture</li> <li>• Availability of private partners for value addition</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Unstable agricultural product markets/pricing system</li> <li>• Inadequate facilities and qualified village extension staff</li> <li>• Unpredictable weather changes</li> <li>• Emerging farmers' conflicting land use priority</li> </ul>
Improve Livestock sector productivity	<ul style="list-style-type: none"> <li>• Presence of private livestock veterinary service providers</li> <li>• Presence of training centre like Uyole</li> <li>• Increasing livestock product demand</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Climate changes</li> <li>• Disease outbreak</li> </ul>
Improve Industry, Trade and Investment Environment	<ul style="list-style-type: none"> <li>• Presence of institutional, fiscal policies, legal and regulatory frameworks</li> <li>• Established enterprises development and trade logistics centre.</li> <li>• Promoted trade domestically value added goods and services and development of national brand for Tanzanian's product</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent changes of policies and legal regulatory</li> <li>• International Trade barriers like wars, inflation, oil price fluctuation etc</li> <li>• Low technology in production and processing of products</li> <li>• Trade conditions in world market</li> </ul>
Quality Education provision	<ul style="list-style-type: none"> <li>• Present of private partners</li> <li>• Presence of SEDEP programmes</li> <li>• Growing e-learning facilities</li> <li>• Willingness of the community to participate</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Poverty and undesirable civilization</li> <li>• Low economic performance</li> </ul>
Quality Health services delivery	<ul style="list-style-type: none"> <li>• National health sector policy and programmes</li> <li>• Development partners (NGOs, Multilateral)</li> <li>• Community participation (CHF)</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Disasters and disease outbreak</li> <li>• Poverty and undesirable culture</li> <li>• Community interaction/Metropolitan &amp; HIV</li> </ul>
Sustainable Natural Resources utilisation	<ul style="list-style-type: none"> <li>• Sector policies</li> <li>• Natural vegetative resources regeneration</li> <li>• diversity of natural resource uses/utility (medicine, housing, recreation etc)</li> <li>• Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Uncontrolled harvest of forest</li> <li>• Forest product smuggling</li> <li>• Budget constraints</li> <li>• Natural disasters</li> <li>• Adverse Weather condition/climate changes</li> </ul>
Standardised Lands & Environment management	<ul style="list-style-type: none"> <li>• Enough and extensive administrative area</li> <li>• Land use policy</li> <li>• Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Increased immigration and population increase</li> <li>• Natural disasters</li> </ul>
Quality water services provision	<ul style="list-style-type: none"> <li>• Presence of development partners</li> <li>• Policies and strategies</li> <li>• Presence of natural water spring sources in some area</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Natural disaster (Floods, drought)</li> <li>• Climate changes</li> </ul>
Quality works Sector	<ul style="list-style-type: none"> <li>• Availability of road funds</li> <li>• Present of Development partners</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Lack of Civil works contractors</li> </ul>



performance	<ul style="list-style-type: none"> <li>National policy</li> </ul>	in the District council's jurisdiction
Positive and just Community Development	<ul style="list-style-type: none"> <li>Positive social networking/Globalization</li> <li>Presence of development partners</li> <li>Gender policy</li> </ul>	<ul style="list-style-type: none"> <li>Budget constraints</li> <li>Negative Global dynamics</li> <li>Social Conflicts</li> </ul>
Good Governance & Administration	<ul style="list-style-type: none"> <li>Presence of national policies ; Ruling party manifesto and development guidelines and strategic plan(s)</li> <li>Good leadership at all levels</li> <li>Political stability</li> <li>Presence of trained personnel's in job market</li> </ul>	<ul style="list-style-type: none"> <li>Budget constraints</li> <li>Changes in leadership and international policies and diplomacy</li> <li>National, regional and international Economic recession</li> </ul>

### 3.3 Key Issues

The key issues are priority problems that the Council should solve/workout in order to realise its vision. Basing on this context therefore; Njombe Town Council lays down the strategies, tailored in the plan that enables realisation of its dream through a set of flexible mission and targets that guides day to day services delivery performance towards a positive direction. Therefore, the key issues; as narrated here under are identified and established through SWOC analysis techniques (done in part 3.2 above) to fulfil the council's vision and mission statements. In order to fulfil our Vision; the following are the key issues/gaps (derived from SWOC analysis in part 3.2 above), put in a matrix format, with their respective strategies that will be interpolated in execution of the MTEF plan during the 5 years lifespan of the council's strategic plan in each of the respective sectors. These gaps are presented in Table 11 below;

**Table 11. Key issues and their counteracting strategies**

	SECTOR	KEY ISSUE	STRATEGIES
1	Education	<ul style="list-style-type: none"> <li>Inadequate facilities in public P/schools (156 classrooms ; 447 Teachers houses ; 127 teachers offices ; 50 Teachers toilets; 40 Pupils toilet for Boys ; 122 for Girls toilet);</li> <li>Inadequate facilities in public Secondary Schools 24 Classrooms; 328 Teachers houses; 9 Teachers toilets; and 68 students toilet (22 for boys ; 46 for Girls toilet)</li> <li>books and other teaching facilities in public schools</li> <li>Absence of 10 administration blocks; 12 Dormitories; 34 Hostels</li> <li>Lack of lighting /electricity to</li> </ul>	<ul style="list-style-type: none"> <li>Sensitising the community to construct more facilities for both pupils and teachers in Schools</li> <li>Mobilising parents and other stakeholders to support their children in boarding and day schools</li> <li>Recruiting more staffs and maintaining the existing one by providing various motivations</li> </ul>

	SECTOR	KEY ISSUE	STRATEGIES
		<ul style="list-style-type: none"> <li>some schools</li> <li>Inadequate budgetary allocation for provision of food to boarding schools</li> <li>Inadequate of 110 science teachers in schools especially in Physics, Chemistry and Mathematics Subjects.</li> </ul>	
2	Health Sector	<ul style="list-style-type: none"> <li>Inadequate number of Health centres and dispensaries (9 HCs, 1 Dispensary; 9 OPDs buildings, 9 Maternity wards, 153 Staff quarters, 9 Mortuary, etc)</li> <li>Inadequate health staff in almost every facility (107 Nursing Officers, 12 AMOS, 0 MO, 3 HOs, Biomedical technicians 2, Radiology technologists 3, Social welfare Assistant 56, 3 Pharmacists, Assistant Laboratory technologist 3, Dental Officer 1, Dental therapist 2 etc)</li> <li>High Malnutrition rate for &lt; 5 children (52%)</li> <li>Inadequate environmental sanitation facilities ( 2 lorries and 2 tractors)</li> <li>Increasing of malaria and other diseases incidence</li> </ul>	<ul style="list-style-type: none"> <li>Construction of new health facilities</li> <li>Recruiting more staffs and maintaining the existing one by providing various motivations</li> <li>Request permission of Recruiting more Health staff and maintaining the establishment</li> <li>Set regulations and by-laws on Environmental sanitation and public Health</li> <li>Sensitise the community to adhere to healthy feeding and standards of food intake</li> <li>Sensitise community to participate in sanitation programme implementation</li> <li>Strengthening MCH services</li> <li>Procurement of solid waste transportation facilities</li> </ul>
3	HIV/AIDS	<ul style="list-style-type: none"> <li>Higher HIV perseverance rate of 11.4%(2016/17 THIS report)</li> <li>Slow change of peoples' attitudes against HIV infections</li> <li>inadequate services to people affected and infected by HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>Mobilise the community to take care of the affected and infected people.</li> <li>Sensitising the community against HIV/A contagion.</li> <li>Strengthening CTC units in each health facilities.</li> </ul>
4	Water Sector	<ul style="list-style-type: none"> <li>Only 48% of the councils Households are connected to water supply networks (12.67% for rural and 73.6% for township/urban households)</li> <li>Inadequate local water management association</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of reliable water sources, water supply networks and maintenance of old sources</li> <li>Establishment of Community based water users association (CBWSOs).</li> </ul>
5	Works/Roads infrastructure	<ul style="list-style-type: none"> <li>roads degradation due to over tonnage and seasonal floods/storm water and soil erosion/earth movement</li> <li>Inadequate tarmac road networks</li> </ul>	<ul style="list-style-type: none"> <li>Sensitisation of community to adhere to roads' use and safety regulation (esp. Weight /tonnage limit)</li> <li>Environmental and natural</li> </ul>



	SECTOR	KEY ISSUE	STRATEGIES
		within the council jurisdiction (only 247.42 Kms of tarmac roads is available)	resources protection to avoid road degradation from earth and water movement
6	Agriculture & livestock	<ul style="list-style-type: none"> <li>•Dependency on rain fed agriculture production</li> <li>•Inadequate infrastructure/facilities to support livestock and crop production and management activities</li> <li>•Inadequate agro-processing technology to support agro produce(storage, processing and packaging)</li> </ul>	<ul style="list-style-type: none"> <li>•Mobilising farmers and partners to establish irrigation schemes for production of horticultural and food crops</li> <li>•Mobilise farmers to use appropriate farming technology</li> <li>•Promote value addition technology and skills (Processing and preservation)</li> </ul>
7	Cooperative	<ul style="list-style-type: none"> <li>•Weak primary and communal financial institutions (SACCOS, VICOBA, etc)</li> </ul>	<ul style="list-style-type: none"> <li>•Enhancement of farmers and livestock keepers societies' cohesion through formation of producer groups and financial facilities</li> </ul>
8	Natural Resources	<ul style="list-style-type: none"> <li>•Uncoordinated sustainable utilisation, processing and management of natural resource</li> <li>•Disobedient to by laws by few community members</li> <li>•Frequent Wild fire and other disaster outbreaks</li> </ul>	<ul style="list-style-type: none"> <li>•To establish and reinforce by-laws and enhance community natural resource management committees</li> <li>•Enhance participatory natural resource management, re-Afforestation and value addition</li> </ul>
9	Lands & urban Development	<ul style="list-style-type: none"> <li>•Squatters and unplanned settlement</li> <li>•Inadequate sports /recreational and ornamental space and garden</li> <li>•Adherence /Failure to established Master plan especially at CBDs area</li> <li>•Failure to adhere on the established GPS at CBD</li> <li>•Lack of lorry parking area</li> <li>•Informal business activities</li> </ul>	<ul style="list-style-type: none"> <li>•Capacitate Land department with skilled and adequate staff and resources to enhance land use planning(settlement, open space/garden, public facilities, investment, farming and afforestation)</li> <li>•Reinforce implementation of the existing Established/approved councils' GPS/Master plan</li> <li>•To acquire land for Lorry parking</li> <li>•To allocate informal businesses to formal areas</li> </ul>
10	Community Development	<ul style="list-style-type: none"> <li>•Increasing number of OVCs and MVCs</li> <li>•Unstable IGA groups</li> <li>•Poverty</li> <li>•Increasing GBV and oppression</li> </ul>	<ul style="list-style-type: none"> <li>•Promoting social equity &amp; accountability to the community</li> <li>•Strengthening management skills for IGA groups</li> <li>•Promote livelihood and occupational diversification</li> </ul>
11	Industry, Trade and Investments	<ul style="list-style-type: none"> <li>•Inadequate reliable/consistent/unwavering revenue generating investment</li> <li>•Inadequate resources for newly</li> </ul>	<ul style="list-style-type: none"> <li>•Identify and available business potentials for investment</li> <li>•Facilitate private sector to invest in the available business potentials</li> </ul>



	SECTOR	KEY ISSUE	STRATEGIES
		identified and existing revenue projects' development	• Mobilise resources for public investment
12	Administrati on & Good Governance	<ul style="list-style-type: none"> <li>• Inadequate ICT facilities and staffs</li> <li>• Inadequate staffs and office facilities (computers, programmes and other working tools and fittings)</li> <li>• Inadequate reliable own sources' revenue base to facilitate and support services provision</li> <li>• Inadequate staff of different services requirement</li> <li>• Inadequate staff amenities (housing/accommodation and transport)</li> </ul>	<ul style="list-style-type: none"> <li>• Equip ICT unit with appropriate facilities</li> <li>• Avail important furniture and fittings to HQ and lower level buildings</li> <li>• Sensitise leaders and communities at lower level on revenue collection</li> <li>• Strengthening revenue collection system through use of electronic system</li> <li>• Create new revenue sources</li> <li>• Create staffs retention, capacity building and motivation scheme</li> </ul>

#### **4.1 Introduction**

The Strategic Plan for 2021/2022 - 2025/2026 is the outcome of the review of previous strategic plan i.e July 2016/17 - June 2020/21 and its pertaining opportunities and challenges in implementing the planned objectives and activities. This Strategic Plan therefore intends to address critical issues/gaps as identified in chapter 3 basing on the performance for the previous strategic plan shown in chapter 2.

#### **4.2 Vision**

Vision of the Council..... *"A council with better and sustainable communities' living standard by the year 2026".*

#### **4.3 Mission statement**

The council intends *"To use the available opportunities and resources in collaboration with other development partners to provide sustainable and quality services to the community basing on patriotism and good governance"*

#### **4.4 Core Values**

The core value of the council is "provision of quality services to the community and other development partners" within the framework /parameter of Diligence, Team spirit, Customer focus, Integrity, Accountability, Courtesy and Participatory as well as inclusion

#### **4.5 Strategic Objectives, targets and assumptions**

As stated in the previous chapter, the 2021/2022 - 2025/2026 Strategic Plan bases on the Ten generic objectives and translated by the council's respective general strategies and targets as narrated hereunder:-

##### **4.5.1 Objective A: Improved services and HIV/AIDS infection reduced**

HIV and AIDS prevalence record in Njombe Town council stands at 11.4% ((2016/17 THIS report). Hence, in order to ensure there is sustainable knowledge and skills against the problem to the community there is a need to conduct more educative campaigns to the community. A continued educative campaign is more supreme activity to be done through use of our own resources. This is a cross cutting issue; in that case departments and other stakeholders should deploy much time and resources in a collaborative manner to work out the campaign through a number of strategies and targets as narrated bellow.

### **Strategies**

- Strengthening CTC units in each health facilities
- Mobilise the community to take care of the affected and infected people
- Sensitising the community against HIV/A contagion and prevention

### **Targets**

- Prevalence rate of HIV/AIDS among OPD case is reduced from 4% to 2% by 2026.
- HIV/AIDS and appropriate life skills incorporated from 29 to 30 Secondary schools teachers and supporting staff by June 2026.
- HIV/AIDS appropriate life skills program me of 14 staffs provided by 2026.
- No new HIV/AIDS infection cases among 6 Works department Staff by June 2026.
- HIV infection at working place prevented among 23 Agriculture staff by 2026.
- Livestock staff sensitized on HIV infection control by 2026.
- Supporting most vulnerable children on school requirements from 20 to 40 by June 2026.
- Economic strengthening to IGAs groups of people living with HIV from 5 to 20 by June 2026.
- HIV infection reduced from 11.4% to 9% by June 2026.
- Care and support to staffs affected with HIV/AIDS enhanced from 17 to 30 by June 2026.
- New HIV/AIDS Infection among staffs reduced to zero by June 2026.
- Natural Resource and environmental conservation Unit vulnerable persons living with HIV/AIDS are 100% supported by June 2026.

### **Assumptions**

- Funds will be availability and remitted in time
- Presence of Adequate and committed HIV and AIDS workers
- Support from HIV and AIDS agencies will be availability
- The community will be willing to change their behaviour against HIV/A

#### **4.5.2 Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy**

A corruption free Tanzania is a national priority and aspiration of the public. The National Anti-corruption section aims at prevention and combating corruption malpractice incidences and hence conventionally creating a corruption free society. The council as a key services provider and catalyst of socio-economic development to the community has to pioneer and facilitate the effectiveness in the implementation of the NACP.

### **Strategies**

- Promote awareness and sensitization programmes to the public
- Reinforce reward system to whistle blowers/informants
- Encourage the use of suggestion boxes in all public offices



### **Targets**

- Corruption is prevented from 3 to 0 by 2026.
- Six (6) Works Department Staff trained on how to combat corruption at work place by June 2026.
- Free corruption service from Livestock staff provided to stakeholders by 2026.
- Free Corruption service to stakeholders provided by 23 Agriculture Extension workers by the year 2026.
- Anti-corruption strategies for forest sector in the council customize and implemented by June 2026.

### **Assumptions**

- The Tanzania Prevention and control of corruption bureau (PCCB) will be effective and efficient
- The public will expose illegal /malpractice in their daily conduct

### **4.5.3 Objective C: Access to quality and equitable social services delivery Improved**

In the context of this objective, the council's responsibility is to enhance services delivery, management capabilities as well as financial sustainability. The council therefore must provide technical advice, capacity building, ICT enhancement, human resource development as well as conducive working environment.

### **Strategies**

- Recruit and capacitate more staffs and maintaining them by providing various motivations
- Sensitise the community to adhere and participate in various development programme implementation
- Establish and reinforce by-laws and enhance community management committees
- Promoting social equity & accountability to the community
- Promote livelihood and occupational diversification
- Sensitise leaders and communities at lower level on good governance
- Create new revenue sources and strengthen revenue collection system in the existing sources through use of electronic system
- Promoting and advertising Tourism features around Njombe Council
- Create new revenue sources from different sources such as Master of ceremonies (MC).
- Enhance services delivery, management capability as well as financial sustainability.
- Provision of technical advice, capacity building on sports, culture and arts through improving conducive sports environment.

### **Targets**

- Shortage of skilled and mixed human resource for health reduced from 65% to 60% June 2026.
- Prevalence of eye diseases among OPD cases reduced from 1% to 0.2% by June 2026.
- Prevalence of Acute and Chronic respiratory diseases reduced from 30% to 22% by 2026.
- Neonatal mortality rate reduced from 8 to 4 per 1000 live birth by June 2026.

- Maternal mortality rate reduced from 137 to 133 per 100,000 live births by year 2026.
- Infant mortality rate reduced from 9 to 5 per 1000 live birth by 2026.
- Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 1.6% to 1% by June 2026.
- Community health system strengthened from 25% to 45% by June 2026.
- Prevalence of oral diseases among OPD cases reduced from 1% to 0.7% by June 2026.
- TB case detection rate increased from 73% to 83% by 2026.
- Maternal mortality rate reduced from 137 to 133 per 100,000 live births by year 2026.
- Shortage of medicines, medical equipment and diagnostic supplies reduced from 3% to 1% by June 2026.
- Good working condition status of medical equipment rose from 75.21% to 83.21% by June 2026.
- Shortage of health facilities infrastructure reduced from 18% to 14% by June 2026.
- Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 1.6% to 1% by June 2026.
- Prevalence rate of malaria case reduced from 0.5% to 0.1% by June 2026.
- Percentage of Pupils who are not compliant in 3RS reduced from 2% to 0% by 2026.
- Coverage of COVID 19 vaccination increased from 8.7% to 60% by 2026.
- Working environment of primary schools improved from 92% to 100% by 2026.
- Quality of teaching and learning environment to Primary schools improved from 92% to 100% by 2026.
- Complication related to injuries reduced from 1% to 0.1% by June 2026.
- High Prevalence rate of cardiovascular diseases reduced from 2.3% to 1.9% by 2026.
- High Prevalence rate of Diabetes Mellitus reduced from 2% to 1.5% by June 2026.
- Quality of teaching and learning environment improved from 80% to 95 by 2026.
- Working environment of primary schools improved from 92% to 100% by 2026.
- Working environment of 16 Secondary school staff in the council is improved from 80% to 95% by 2026.
- Secondary school monitoring and supervision of 29 Schools in Njombe Town Council enhanced from 80% to 95% by 2026.
- Information and Statistics of 20 Cooperatives Societies in Njombe TC collected by June 2026.
- Working performance of Cooperative Societies in Njombe TC improved from 75% to 80% by 2026.
- Capacity and efficiency of Agriculture Extension Services in Njombe TC improved from 75% to 80% by the year 2026.
- Empower community to engage in project management from 55 to 75 by June, 2026.
- Working environment of 16 Secondary school staff in the council improved from 80% to 95% by 2026.
- Number of pupils passing National Examinations for standard IV and VII increased from 90% to 100% and 84% to 90% respectively by June 2026.
- Stakeholders participation in development planning process strengthened at all levels HLG and LLG - 44villages & 28 Mitaa by June 2026.
- Number of students passing national examination form II, form IV and VI



examinations increased from 95% to 98%, 90% to 95% and 97% to 99% respectively by 2026.

- African culture practice enhanced by 2026.
- Sports and games in schools and social community sports clubs increased 31 to 72 by 2026.
- Cultural, National festivals and Memorial Day supported by June 2026.
- Sports & Games and social sports clubs promoted in 78 Primary and 29 Secondary schools by June 2026.
- Community participation and involvement in sports activities enhanced by June 2026.
- Number of sports Teachers in Primary and Secondary Schools increased from 10 to 50 by June 2026.
- Sports and games infrastructures such as football ground (stadium), Netball, Volleyball, conference Hall, constructed by June 2026.
- Innovation and application of ICT in service delivery promoted to 90% by June 2026.
- Information System and ICT equipment's in NTC HQ maintained by June 2026.
- Government Financial Procedures Adhered to and Strengthened by 2026.
- Land Revenue Collection Increased from Tsh.200,000,000 to Tsh. 800,000,000 by June 2026.
- Number of local examination in secondary schools enhanced from 80% to 95% (Mock examination for form II, IV and VI) by 2026.
- Livestock Mortality rate in Njombe Town Council reduced from 7% to 5% by June 2026.
- Saving and Cooperative Societies in Njombe TC Increased from 20 to 25 by June 2026.
- Agriculture infrastructures (Motor vehicle, Motorcycle, improved, repaired and maintained in Njombe TC by the year 2026.
- Capacity and efficiency of Agriculture Extension Services in Njombe TC improved from 75% to 80% by the year 2026.
- Implementation, monitoring and evaluation of all development projects in the Council enhanced by June 2026.
- Collection, analysis and dissemination of quality Socio - Economic data in the Council enhanced from 60-90% by 2026.
- Stakeholders participation in development planning process strengthened at all levels HLG and LLG – 44 villages & 28 Mitaa by June 2026.
- Implementation, monitoring and evaluation of all development projects in the Council enhanced by June 2026.
- Council Revenue Collection Increased From Tshs. 5,000,000,000 to TSh. 10,000,000,000 by June 2026.
- Public awareness on Council matters raised by June 2026.

#### **Assumptions**

- Good governance; and political environment will be Stable
- Funds will be available and timely disbursed
- Qualified personnel will be Available



- Increase in number of Tourists visits

#### **4.5.4 Objective D: Increased quantity and Quality of socio-economic services and Infrastructure**

Improving the quantity and quality of infrastructures to the point of services delivery is a focus for the council to ensure all the community composition is adequately served. Basing on such responsibility the council is responsible for provision of expertise and facilitation on improving social services delivery sector as well as infrastructure development. Njombe town council through identified gaps; needs to sustain, expand and improve social and production infrastructures in order to enhance the economy and the well-being of the community so as to reduce both service and income poverty.

#### **Strategies**

- Sensitizing the community to participate in constructing and maintaining more facilities for services delivery (health, education, water, agriculture, livestock and other sectors)
- Promote and sensitize the community on environmental and natural resources protection
- Mobilise farmers and the community at large to use and promote appropriate farming and value addition technology
- Enhancement of farmers and livestock keepers societies' cohesion and formation of producer groups and financial facilities
- Promote livelihood and occupational diversification to increase income and revenue

#### **Targets**

- Shortage of health facilities infrastructure reduced from 18% to 14% by June 2026.
- Sanitation facility coverage increased from 98% to 100% by 2026.
- Health care waste management improved at facility from 34% to 38% by 2026.
- Community health system strengthened from 25% to 45% by June 2026.
- Constructions of infrastructure and renovation (Classes, dormitories, desks, houses and dining halls) improved from 80% to 95% by 2026.
- Health care waste management improved at facility from 34% to 38% by 2026.
- Number of Staff houses increased from 6 to 10 by June 2026.
- Government Financial Procedures Adhered to and Strengthened by 2026.
- Beekeeping production enhanced by June 2026.
- Land disputes are resolved in 13 wards in Njombe town council from 70% to 50% by June 2026.
- Roads quality in the Njombe Town Council improved by June 2026.
- Maintenance and operation of Council Buildings and Infrastructure enhanced by June 2026.
- Njombe Town Council revenue increased from 5 Billion to 10 Billion by June 2026.
- Farmers with technical knowledge on livestock and fisheries production, value addition and marketing increased from 1500 to 4500 by June 2026
- Number of improved Livestock Infrastructure (Livestock Slaughter houses) in

Njombe TC Increased from 4 to 6 by 2026.

- Technical knowledge on crop production, value addition and marketing in Njombe TC increased from 13,443 to 15,000 farmers by the year 2026.
- Food and Cash Crops value chain in Njombe TC improved at every stage of production from 69 % to 75% by the year 2026.
- Administration blocks in Secondary Schools improved and increased from 7 in 2021 to 16 by June 2026.
- Business technical knowledge to community increased from 3,902 to 6,000 by June 2026.
- Number of small, medium and large industry increased from 83 to 110 by June 2026.
- Advertisement of investments demarcated areas
- Infrastructures for strategic projects investments (*Lorry park, Weighing bridges, Conference & Ceremonies facilities, Procurement of Road construction equipment set ("set ya Mitambo"), Stadiums, Integrated Avocado & Irish potatoes Park house, Petty Traders Clustering, and bricks making Industries*) increased from 6 in 2021 to 15 by June 2026.
- Industrial parks for trade, logistics and agro-processing established by June 2026.

#### **Assumptions**

- Funds for project implementation will be available and remitted timely
- Partners and other development agencies will support
- Communities will participate fully
- Policies and national strategies will be supportive
- There will be no internal and external interference

#### **4.5.5 Objective E: Good Governance and Administrative Services Enhance**

Good governance and administration is a key and foundation for communities' socio-economic development and prosperity. The Council has a major role to enhance and nature good governance and a just administrative role. It also has to ensure there is supportive supervision to the existing staffs and other administrative hierarchy. In addition the council is responsible to extend technical support to both lower and higher level administrators.

#### **Strategy**

- Administer capacity needs assessment (CNA) and regular OPRAS to all workers.
- Ensure development policies and other national, regional and MDAs guideline are available at all levels of administration.
- Ensure transparency and honesty social inclusion to all community groups (Children, youth, women, elderly, disabled, orphans and other vulnerable groups).
- Enhance and emphasise regular and statutory administrative procedures and benefits.



### **Targets**

- Organization structures and institutional management at all levels strengthened from 44% to 62% by June 2026.
- Administrative expenses and working tools to 6 Works staff improved by June 2026.
- Conducive working environment to 20 Livestock staff enhanced by June 2026.
- Clean Audit Report acquired by Council Annually by June 2026.
- Conducive working environment to headquarter/administrative offices ensured by June 2026.
- Working environment and staff welfare in Planning, Statistics, Monitoring and Evaluation department improved by June 2026.
- Transparency and accountability in the council maintained by June 2026.
- Working environment and staff welfare improved from 65% to 85% for community development department by June 2026.
- Government procurement procedures adhered to and improved by June 2026.
- Conducive working environment to 7 PMU staff enhanced by June 2026.
- Councils' Internal Control improves by June 2026.
- Working environment and staff welfare in Planning, Statistics, Monitoring and Evaluation department improved by June 2026.
- Transparency and accountability maintained 60% to 80% by June 2026.
- Land Conflict resolved by 80 % June 2026.
- Administrative expenses and working tools to 6 Works staff improved by June 2026.
- Working environment to 2 environmental staffs ensured by June 2026.
- Number of workers welfare improved by June 2026.
- General follow-up of election activities to 28 Mitaa and 44 Villages enhanced by June 2026.
- Wards/Villages/Mitaa Administration office buildings improved and increased from 23 in 2021 to 85 by June 2026.

### **Assumptions**

- Workers and other supporting staffs are eager to learn and improve their performance
- Development policies and other national, regional and MDAs guideline will be available
- All community groups will participate
- All workers and community will adhere to administrative procedures and benefits will be adhered to.

#### **4.5.6 Objective F: Social welfare, gender and community empowerment Improved**

This is a sectoral crosscutting intervention as it targets to support and protect vulnerable groups of people such as children, women, elderly and people with disabilities. The outcome to this objective is realisation of equity and equitable services provision based on socio - economic inclusion.



## Strategy

- Promote social inclusion, livelihood and occupational diversification
- Coordination of statutory benefits, meetings and national events
- Enhance administrative and technical support to leaders and communities at lower level and various stakeholders
- Promote Maintenance of peace, law and order to the community

## Targets

- Productive social safety net from 44 to 72 villages by saving beneficiary households with conditional cash transfer by June 2026.
- Prevalence rate of Violence against Children reduced from 13.2% to 9% by June 2026.
- Percentage of children in conflict with the law reduced from 61% to 21% by June 2026.
- Children in need of quality and equitable child protection services increased from 30 % to 40% by June 2026.
- Registration of births to under five (U5) increased from 25% to 50% by 2026.
- Percentage of Person with Disabilities who are accessing social services increase from 10% to 30% by 2026.
- Percentage of survivors received mental health and psychological services increased from 10% to 15% by June 2026.
- 150 to 350 CBOs and CSOs strengthened by June 2026.
- Reduced violence against women and children from 40% to 20% by June 2026.
- Reduced violence against women and children from 40% to 20% by June 2026.
- Empowerment 200 to 400 economic group engaged in IGA group through entrepreneurship skills by June 2026.
- Financial empowerment enhanced 150 to 350 economic group engaged in IGA Group through soft loan in 13 ward by June 2026.
- 2 national festivals Facilitated by June 2026.
- Percentage of survivors received mental health and psychological services increased from 10% to 15% by June 2026.
- Resources for case management increased from 4% to 26% by 2026.
- Social Welfare Officers involvement in environmental social impact assessment in projects increased from 0% to 25% by 2026.
- Working tools and facilities for Social Welfare Officers improved from 50% to 75 % by 2026.
- Prevalence rate of Violence against Children reduced from 13.2% to 9% by June 2026.
- Percentage of children in conflict with the law reduced from 61% to 21% by June 2026.
- Children in need of quality and equitable child protection services increased from 30 % to 40% by June 2026.
- Proportion of MVCs enrolled in CHIF increased from 33% to 50% by June, 2023.
- Percentage of elderly persons accessing care and support services increased from 17% to 30% by June 2026.
- Percentage of Person with Disabilities who are accessing social services increase from 10% to 30% by 2026.

### **Assumptions**

- Communities and other stakeholders will participate effectively
- Material, guidelines and financial resources will be available

### **4.5.7 Objectives G: Management of natural resources and environment Enhanced and sustained**

#### **Strategies:**

- Promote stakeholders to engagement in natural forest.
- Strengthen the management of forest plantations and woodlots.
- Promote stakeholders' engagement in establishment and management of forest plantations and woodlots.
- Promote value addition and diversification of forest products and services.
- Mainstream HIV/AIDS protection and supportive measures into forest development initiatives.
- Encourage and support women, youths and people with disabilities to participate in all aspects of forest development and management.
- Strengthen transparency, accountability, and rule of law in forestry.
- Promote conservation and management of honey bees, bee fodder and their habitats
- Promote production quality and safety of bee products.
- Strengthen Stakeholder's involvement in managing apiaries.
- Encourage use of efficient technologies in beekeeping-based industries
- Promote diversification of bee products and services.
- Promote use of bee products for diseases prevention and treatments.
- Strengthen stakeholders engagement in Land Planning, Surveying and Titling
- To create awareness and reinforce on implementation of General Planning Scheme/Master Plan
- To promote private sector engagement in Land Planning and Surveying

#### **Targets**

- Water resource management improved from 50% to 70% in 13 Wards of Njombe Town Council by June 2026.
- Natural Resources and water sources developed and conserved by June 2026.
- General Planning Scheme (GPS) implemented in Njombe Town Council by June 2026.
- Town Planning and Surveying activities in Njombe Town Council Enhanced by June 2026.
- Use of alternative source of energy from 20% to 30% in 4 Wards of Njombe Town Council by June 2026.
- Garbage and solid waste collection and disposal in Njombe Town Council improved from 70% to 90% by June 2026.
- Natural forest under Local authority and private forest reserves managed in accordance



with approved forest management plans increased from 3,031 ha to 3,500 ha by June 2026.

- Deforestation rate reduced by 70% by June 2026.
- 3,500 ha of forest reserve boundaries demarcated and managed by June 2026.
- Farmers practicing Agro-forestry system increased from 200 to 1000 by June 2026.
- Area under private forest plantations increased from 21358ha to 100,000ha by June 2026.
- Area under community owned forest plantations/woodlots increased from 21358ha to 100,000ha by June 2026.
- Annual plantation and woodlots wildfire incidences reduced by 80% by June 2026.
- Small tree growers receiving extension services increased from 10% to 60% by June 2026.
- Mechanism for public-private partnership arrangement such as lease, concessions and joint management agreement in promoting sustainable management of industrial plantations developed and implemented by June 2026.
- Pole treatment plants increased 1 to 2 by June 2026.
- About 50% of alternative charcoal production is produced sustainably by June 2026.
- Establishment of Beekeeping industries from 0 to 1 by June 2026.
- Timber industries increased from 2 to 4 by June 2026.
- Women, youths and people with disabilities forest supporting programmes established by June 2026.
- Use of traditional hives decreased from 60% to 20% by June 2026.
- Apiaries in bee reserves increased from 150 to 1000 by June 2026.
- One Queen rearing centres established by June 2026.
- Honey production increased from 25tonnes to 100 tonnes by June 2026.
- Bee wax production increased from 2.5tonnes to 8 tonnes by June 2026.
- 40 beekeepers' groups trained on best beekeeping practices annually by June 2026.
- Sites with functioning Api- agro forestry increased from 1 to 20 by June 2026.
- Processing industries for honey, beeswax, other bee products using efficient technology established by June 2026.
- Farmers using bee pollination services in agricultural production increased from 1 to 20 by June 2026.
- Working bee products collection and processing centres established by June 2026.
- One registered apitherapy centre established and functioning by June 2026.

#### **Assumptions**

- Communities and other stakeholders will participate effectively
- Material, guidelines and financial resources will be available
- Qualified personnel will be available
- Reliable Market for Bees products

#### 4.5.8 Objective I: Improve Emergency and Disaster Management

The main thrust of this objective is to address unexpected events that occur such as drought, Floods, earthquake, thunder, earth movement and other disasters. Support and management in collaboration with other partners and NGOs activities towards rectification of environmental issues, food security and other assistance to affected and vulnerable groups is tailored in this aspect.

##### Strategies

- Alarming and precautionary hints provision to the community
- Setting fund for such events when it happens

##### Targets

- Capacity on management of emergency/disaster preparedness and response strengthened from 18% to 30% by June 2026.
- Capacity on management of emergency/disaster preparedness and response strengthened from 18% to 30% by June 2026.
- High prevalence rate of epidemics (cholera, meningitis, plague, Measles, polio, Yellow fever etc) reduced from 0.1% to 0.05% by June 2026.

##### Assumptions

- Weather and environmental hazards are unpredictable
- The community and stakeholders will be attentive and prepared

#### 4.5.9 Objectives O: Pay Personal Emolument

#### 4.5.10 Objective Y: Multi-Sectorial Nutrition Services Improved.

The context of the objective Y is to address the triple burden of malnutrition (**Reducing under nutrition, Reducing micronutrient deficiencies, Reducing Overweight and Obesity and Strengthening the Enabling Environment**) in the Council with emphasis on nutrition specific and nutrition sensitive interventions from various sectors, including health, social protection, education, food, water, agriculture, livestock and fisheries and community development.

The objective is expected to identify and propose high impact low- cost interventions and engage all sectors to ensure sustainability. Currently the percentage of stunting in Njombe region is 53.6% compared with the National wise 31%.

In Njombe region stunting is much higher and the council has taken into consideration through departmental and sections budget mainstreaming. The area of intervention are dietary improvement, integrated package of nutrition education, supplementation of FEFO for pregnant women, supplementation of vitamin A and deworming for under five children and growth monitoring promotion.

Therefore, the expected result or desired change of the objective is that "Women, Men,



Children and Adolescents in the council are better nourished and living healthier and more productive lives”.

#### **Strategies**

- Increase coverage of adequate, equitable and quality nutrition services at the community and facility levels.
- Women, men, children and adolescents practice appropriate nutrition behaviors.
- Sustainable and resilient food systems that is responsive to nutrition needs.
- Strengthened multi sectoral and private sector engagement for nutrition
- Enabling environments (adequate policies and frameworks) that are supportive of adequate human and financial resources for nutrition.

#### **Targets**

- Functioned Multi-sectoral nutrition coordination steering committees meetings strengthen from 66% to 100% by June, 2026.
- High Prevalence rate of Anemia and nutritional disorders reduced from 12% to 7% by June 2026.
- Nutritional food production and consumption promoted to three villages of Ihanga Ward in Njombe Town Council by 2026.
- Prevalence of Stunting among children 0-59 months Reduced from 53.6% to 31% by 2026.
- Prevalence of global acute malnutrition among children 0-59 months Maintained from 3.6% to 1% by 2026.
- Proportion of children aged 0-5 months who are exclusive breastfed Increased from 75.7% to 100% by 2026.
- Proportion of children aged 6-59 months who received vitamin A supplement during the last 6 months Increased from 90% to 100% by 2026.
- Proportional of pregnant women taking iron and folic acid (IFA) for 90+ days during pregnancy Increased from 84% to 100% by 2026.
- Proportional of children under five in need of SAM treatment who are admitted in the program annually Increased from 13% to 75% by 2026.
- Percentage of people who eat less than 5 servings of fruits and/or vegetables on average per day Reduce from 97.2% to 68% by 2026.
- Percentage of schools implementing school feeding program maintained to 83 Primary Schools and 29 secondary schools by 2026.

#### **Assumptions**

- Survival, health, physical growth, cognitive development, school readiness and school performance in children and adolescents will be improved.

- In adult and women: survival, health, productivity and wages and improved prosperity and social cohesion for society.
- Good governance- including political financial, social and public and private sector actions to enable children's and women right to nutrition will be adhered to.
- Government policies and regulation continue to support the provision of nutrition services.
- Demand for local food produced nutritious food will be sustained
- Political will for nutrition agenda will be continued
- Food production in the Council will be increased and diversified
- Good infrastructure (Roads, water, electricity and communication) that will support the expansion of nutrition will be maintained
- Community members (women, men, children and adolescents) have an open mind towards good nutrition.

#### **4.6 Funding strategies**

Njombe Town council will continue to mobilise fund by improving and strengthening its current revenue sources management; investing on new sources creation, emphasizing community participation in development activities and improving financial expenditure management so as to build trust by the community and the Central government. Similarly the Council will work tirelessly to create enabling environment and opportunity for the private sector to invest by strengthening collaboration and tie with internal and external private development partners so as to solicit fund and support.



### **5.1 The Purpose**

This chapter shows how the results envisaged in the Njombe Town Council Strategic Plan will be measured as well as the benefits accrued to its clients; the community and other stakeholders. The framework shows the Objectives, Target outputs/ service outcomes, as well as their respective indicators. The results framework is the basis upon which various interventions will be measure/determined in the course of the executing the strategic plan leading to achievement of the objectives.

### **5.2 The Development Objective**

The core value of Njombe TC is delivery of quality services to the community by implementing various National, Ministries and departmental policies well as regional priorities embroidered in the TDV25; CCM party manifesto (2020); Africa Development Agenda 2063, National FYDP III and SDGs. All of these together create a vibrant development focus and guidance for accelerated social and economic growth. The achievement of the overall development objective, among other things, will be influenced by the level of financial resources availability, sustainability of the previous investments in infrastructures, efficiency, effectiveness and accountability to all parties under decentralized arrangements as well as Njombe TC's capacity at both strategic and operational levels.

### **5.3 Linkage with other National Strategies**

All the Eleven (11) objectives in this SP which are entirely generic; translated by the respective targets are all linked to other national strategic priorities and interventions as in a nutshell narrated here under:-

#### **➤ The TDV25**

Tanzania targets to raise its average GDP per capita to 3,000 US\$ (nominal) by the year 2026.

#### **➤ The Five Year Development Plan III (FYDP –III)**

To realise the vision above, the country through its FYDP III encompasses two main areas focusing on *Inclusive and Blue economy, Investments and Industrialisation* (agriculture and livestock production, value addition, trade and tourism, natural resource management, innovation and industry development promotion), *human development* (education, skill developments; health; water supply and sanitation; urban planning; housing settlement; food security and nutrition; social protection and good governance).

➤ **The SDGs**

These are the United Nations 2030 development agenda for Sustainable Development Goals. They are 17 goals of action for people, planet and prosperity of which our strategic plans should also address and take them onboard.

- Similarly the strategic plan wants to realise a significant Demographic dividend (DD) as it basically targets higher returns from human capital investment in areas of health and skills development.

#### 5.4 Monitoring and Review

As Implementation of this strategic plan will be broken down and interpreted annually, monitoring and review will also be done annually so as to take on board the gaps identified to the next MTEF. However, monitoring as a continuous process will be done continuously throughout the plan implementation period. Mid-term and annual performance reviews will also be done so as to get a reflection towards the overall goals planned. The continuous monitoring and reviews will be done by the implementing Council management team and the respective department/sector experts while the mid-term and annual assessment will be done in collaboration with other stakeholders including Regional secretariat, PO's - TAMISEMI and other ministerial departments, agencies, and development partners.

The reviews will also similarly assess challenges and lessons learnt over the year and to what extent the results/outputs attained are functional towards services outcome and achievement of the overall vision of the council. The review findings will ultimately be used as the basis for the formulation of the following annual plan/MTEF. The description of the specific objectives, the planned targets and the responsible Section/Units are detailed under the results' monitoring and evaluation framework matrix below:

**Table 12: Results' monitoring and evaluation framework matrix**

	OBJECTIVES	TARGET/PLANNED OUTCOMES	PERFORMANCE INDICATORS	RESPONSIBLE PERSON
A	<i>Improved services and HIV/AIDS infection reduce</i>	<ul style="list-style-type: none"> <li>Prevalence rate of HIV/AIDS among OPD case is reduced from 4% to 2% by 2026.</li> <li>HIV/AIDS and appropriate life skills incorporated from 29 to 30 Secondary schools teachers and supporting staff by June 2026.</li> <li>HIV/AIDS appropriate life skills programme of 14 staffs provided by 2026.</li> <li>No new HIV/AIDS infection cases among 6 Works department Staff by June 2026.</li> <li>HIV infection at working place prevented among 23 Agriculture staff by 2026.</li> <li>Livestock staff sensitized on HIV infection control by 2026.</li> <li>Supporting most vulnerable children on school requirements from 20 to 40 by June 2026.</li> <li>Economic strengthening to IGAs groups of people living with HIV</li> </ul>	<ul style="list-style-type: none"> <li>Support provided</li> <li>Prevalence rate</li> <li>New infection rate</li> </ul>	<ul style="list-style-type: none"> <li>TD</li> <li>CHAC</li> <li>CMT/</li> <li>HoDs</li> </ul>



		<ul style="list-style-type: none"> <li>from 5 to 20 by June 2026.</li> <li>HIV infection reduced from 11.4% to 9% by June 2026.</li> <li>Care and support to staffs affected with HIV/AIDS enhanced from 17 to 30 by June 2026.</li> <li>New HIV/AIDS Infection among staffs reduced to zero by June 2026.</li> </ul>		
B	<b>Enhance, sustain and effective implementation of the National Anti-corruption Strategy</b>	<ul style="list-style-type: none"> <li>Corruption is prevented from 3 to 0 by 2026.</li> <li>Six (6) Works Department Staff trained on how to combat corruption at work place by June 2026.</li> <li>Free corruption service from Livestock staff provided to stakeholders by 2026.</li> <li>Free Corruption service to stakeholders provided by 23 Agriculture Extension workers by the year 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Corruption allegations reported</li> </ul>	<ul style="list-style-type: none"> <li>TD</li> <li>CMT/</li> <li>HoDs</li> </ul>
C	<b>Improved access to quality and equitable social services delivery</b>	<ul style="list-style-type: none"> <li>Shortage of skilled and mixed human resource for health reduced from 65% to 60% June 2026.</li> <li>Prevalence of eye diseases among OPD cases reduced from 1% to 0.2% by June 2026.</li> <li>Prevalence of Acute and Chronic respiratory diseases reduced from 30% to 22% by 2026.</li> <li>Neonatal mortality rate reduced from 8 to 4 per 1000 live birth by June 2026.</li> <li>Maternal mortality rate reduced from 137 to 133 per 100,000 live births by year 2026.</li> <li>Infant mortality rate reduced from 9 to 5 per 1000 live birth by 2026.</li> <li>Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 1.6% to 1% by June 2026.</li> <li>Community health system strengthened from 25% to 45% by June 2026.</li> <li>Prevalence of oral diseases among OPD cases reduced from 1% to 0.7% by June 2026.</li> <li>TB case detection rate increased from 73% to 83% by 2026.</li> <li>Maternal mortality rate reduced from 137 to 133 per 100,000 live births by year 2026.</li> <li>Shortage of medicines, medical equipment and diagnostic supplies reduced from 3% to 1% by June 2026.</li> <li>Good working condition status of medical equipment raised from 75.21% to 83.21% by June 2026.</li> <li>Shortage of health facilities infrastructure reduced from 18% to 14% by June 2026.</li> <li>Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 1.6% to 1% by June 2026.</li> <li>Prevalence rate of malaria case reduced from 0.5% to 0.1% by June 2026.</li> <li>Percentage of Pupils who are not compliant in 3RS reduced from 2% to 0% by 2026.</li> <li>Coverage of COVID 19 vaccination increased from 8.7% to 60% by 2026.</li> <li>Working environment of primary schools improved from 92% to 100% by 2026.</li> <li>Quality of teaching and learning environment to Primary schools</li> </ul>	<ul style="list-style-type: none"> <li>Number of Complainants reported by Staffs</li> <li>Waste management status</li> <li>Diseases outbreak rate</li> <li>Sanitation status of the council</li> <li>% of farmers with improved farming and livestock production skills</li> <li>Agric. &amp; Livestock Production level</li> <li>% of pupils passing examinations</li> <li>Number of education infrastructures constructed</li> <li>Disease control status</li> <li>Number of Patients recorded in health facilities</li> <li>Infant mortality rate recorded</li> </ul>	<ul style="list-style-type: none"> <li>TD</li> <li>CMT</li> <li>HoDs</li> </ul>

	<p>improved from 92% to 100% by 2026.</p> <ul style="list-style-type: none"> <li>• Complication related to injuries reduced from 1% to 0.1% by June 2026.</li> <li>• High Prevalence rate of cardiovascular diseases reduced from 2.3% to 1.9% by 2026.</li> <li>• High Prevalence rate of Diabetes Mellitus reduced from 2% to 1.5% by June 2026.</li> <li>• Quality of teaching and learning environment improved from 80% to 95 by 2026.</li> <li>• Working environment of primary schools improved from 92% to 100% by 2026.</li> <li>• Working environment of 16 Secondary school staff in the council is improved from 80% to 95% by 2026.</li> <li>• Secondary school monitoring and supervision of 29 Schools in Njombe Town Council enhanced from 80% to 95% by 2026.</li> <li>• Information and Statistics of 20 Cooperatives Societies in Njombe TC collected by June 2026.</li> <li>• Working performance of Cooperative Societies in Njombe TC improved from 75% to 80% by 2026.</li> <li>• Capacity and efficiency of Agriculture Extension Services in Njombe TC improved from 75% to 80% by the year 2026.</li> <li>• Empower community to engage in project management from 55 to 75 by June, 2026.</li> <li>• Working environment of 16 Secondary school staff in the council improved from 80% to 95% by 2026.</li> <li>• Number of pupils passing National Examinations for standard IV and VII increased from 90% to 100% and 84% to 90% respectively by June 2026.</li> <li>• Stakeholders' participation in development planning process strengthened at all levels HLG and LLG - 44villages &amp; 28 Mitaa by June 2026.</li> <li>• Number of students passing national examination form II, form IV and VI examinations increased from 95% to 98%, 90% to 95% and 97% to 99% respectively by 2026.</li> <li>• African culture practice enhanced by 2026.</li> <li>• Sports and games in schools and social community sports clubs increased 31 to 72 by 2026.</li> <li>• Innovation and application of ICT in service delivery promoted to 90% by June 2026.</li> <li>• Information System and ICT equipment's in NTC HQ maintained by June 2026.</li> <li>• Government Financial Procedures Adhered to and Strengthened by 2026.</li> <li>• Land Revenue Collection Increased from Tsh.200,000,000 to Tsh. 800,000,000 by June 2026.</li> <li>• Number of local examination in secondary schools enhanced from 80% to 95% (Mock examination for form II, IV, and VI) by 2026.</li> <li>• Livestock Mortality rate in Njombe Town Council reduced from 7% to 5% by June 2026.</li> <li>• Saving and Cooperative Societies in Njombe TC Increased from 20 to 25 by June 2026.</li> <li>• Agriculture infrastructures (Motor vehicle, Motorcycle, improved, repaired and maintained in Njombe TC by the year 2026.</li> <li>• Capacity and efficiency of Agriculture Extension Services in Njombe TC improved from 75% to 80% by the year 2026.</li> <li>• Implementation, monitoring and evaluation of all development projects in the Council enhanced by June 2026.</li> <li>• Collection, analysis and dissemination of quality Socio - Economic data in the Council enhanced from 60-90% by 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of skilled health personnel</li> <li>• Under five mortality rate recorded</li> <li>• Availability of drugs, medications and medical equipment</li> <li>• Prevalence of diseases</li> <li>• Number of health facilities and infrastructures available</li> <li>• Maternal mortality rate</li> <li>• Neonatal mortality rate</li> <li>• Number of people getting clean and safe water</li> <li>• ICT services provision status</li> <li>• Natural resources conservation status</li> </ul>	
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		<ul style="list-style-type: none"> <li>Stakeholders participation in development planning process strengthened at all levels HLG and LLG - 44 villages &amp; 28 Mitaa by June 2026.</li> <li>Implementation, monitoring and evaluation of all development projects in the Council enhanced by June 2026.</li> <li>Council Revenue Collection Increased From Tshs. 5,000,000,000 to 10,000,000,000 by 2026.</li> </ul>		
D	<b>Increased quantity and Quality of socio-economic services and Infrastructure</b> <ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Shortage of health facilities infrastructure reduced from 18% to 14% by June 2026.</li> <li>Sanitation facility coverage increased from 98% to 100% by 2026.</li> <li>Health care waste management improved at facility from 34% to 38% by 2026.</li> <li>Community health system strengthened from 25% to 45% by June 2026.</li> <li>Constructions of infrastructure and renovation (Classes, dormitories, desks, and houses, dining halls) improved from 80% to 95% by 2026.</li> <li>Health care waste management improved at facility from 34% to 38% by 2026.</li> <li>Number of Staff houses increased from 6 to 10 by June 2026.</li> <li>Government Financial Procedures Adhered to and Strengthened by 2026.</li> <li>Beekeeping production enhanced by June 2026.</li> <li>land disputes are resolved in 13 wards in Njombe town council from 70% to 50% by June 2026.</li> <li>Roads quality in the Njombe Town Council improved by June 2026.</li> <li>Maintenance and operation of Council Buildings and Infrastructure enhanced by June 2026.</li> <li>Njombe Town Council revenue increased from 5 Billion to 7 Billion by June 2026.</li> <li>Farmers with technical knowledge on livestock and fisheries production, value addition and marketing increased from 1500 to 4500 by June 202</li> <li>Number of improved Livestock Infrastructure (Livestock Slaughter houses) in Njombe TC Increased from 4 to 6 by 2026.</li> <li>Technical knowledge on crop production, value addition and marketing in Njombe TC increased from 13,443 to 15,000 farmers by the year 202</li> <li>Food and Cash Crops value chain in Njombe TC improved at every stage of production from 69 % to 75% by the year 2026.</li> <li>Business technical knowledge to community increased from 3,902 to 6,000 by June 2026.</li> <li>Number of small, medium and large industry increased from 83 to 110 by June 2026.</li> <li>Advertisement of investments demarcated areas</li> <li>Infrastructures for strategic projects investments (<i>Lorry park, Weighing bridges, Conference &amp; Ceremonies facilities, Procurement of Road construction set, Stadiums, Integrated Avocado &amp; Irish potatoes Park house, Petty Traders Clustering, and bricks making Industries</i>) increased from 6 in 2021 to 13 by June 2026.</li> <li>Industrial parks for trade, logistics and agro-processing established by June 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Social services provision status               <ul style="list-style-type: none"> <li>Number of social services infrastructure available</li> <li>% of Own source Revenue collection</li> <li>Land ownership status</li> <li>Land settlement and utilisation status</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>TD</li> <li>HoDs</li> <li>CMT</li> <li></li> </ul>
E	<b>Good Governance and</b>	<ul style="list-style-type: none"> <li>Organization structures and institutional management at all levels strengthened from 44% to 62% by June 2026.</li> <li>Administrative expenses and working tools to 6 Works staff improved by June 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Quality of decision making and leadership</li> </ul>	<ul style="list-style-type: none"> <li>TD</li> <li>CMT</li> <li>HoDs</li> </ul>

	<b>Administrative Services Enhance</b>	<ul style="list-style-type: none"> <li>• Conducive working environment to 20 Livestock staff enhanced by June 2026.</li> <li>• Clean Audit Report acquired by Council Annually by June 2026.</li> <li>• Conducive working environment to headquarter/administrative offices ensured by June 2026.</li> <li>• Working environment and staff welfare in Planning, Statistics, Monitoring and Evaluation department improved by June 2026.</li> <li>• Transparency and accountability in the council maintained by June 2026.</li> <li>• Working environment and staff welfare improved from 65% to 85% for community development department by June 2026.</li> <li>• Government procurement procedures adhered to and improved by June 2026.</li> <li>• Conducive working environment to 7 PMU staff enhanced by June 2026.</li> <li>• Councils' Internal Control improved by June 2026.</li> <li>• Working environment and staff welfare in Planning, Statistics, Monitoring and Evaluation department improved by June 2026.</li> <li>• Transparency and accountability maintained 60% to 80% by June 2026.</li> <li>• Land Conflict resolved by 80 % June 2026.</li> <li>• Administrative expenses and working tools to 6 Works staff improved by June 2026.</li> <li>• Working environment to 2 environmental staffs ensured by June 2026.</li> <li>• Number of workers welfare improved by June 2026.</li> <li>• General follow-up of election activities to 28 Mitaa and 44 Villages enhanced by June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of services delivery to the community</li> <li>• Availability of office equipment and decent offices</li> <li>• Community grievances rate and resolution</li> <li>• Number of partners working in Njombe town council</li> </ul>	
F	<b>Social welfare, gender and community empowerment Improved</b>	<ul style="list-style-type: none"> <li>• Productive social safety net from 44 to 72 village by saving beneficiary households with conditional cash transfer by June 2026.</li> <li>• Prevalence rate of Violence Against Children reduced from 13.2% to 9% by June 2026.</li> <li>• Percentage of children in conflict with the law reduced from 61% to 21% by June 2026.</li> <li>• Children in need of quality and equitable child protection services increased from 30 % to 40% by June 2026.</li> <li>• Registration of births to Under five (U5) increased from 25% to 50% by 2026.</li> <li>• Percentage of Person with Disabilities who are accessing social services increase from 10% to 30% by 2026.</li> <li>• Percentage of survivors received mental health and psychological services increased from 10% to 15% by June 2026.</li> <li>• 150 to 350 CBOs and CSOs strengthened by June 2026.</li> <li>• Reduced violence against women and children from 40% to 20% by June 2026.</li> <li>• Reduced violence against women and children from 40% to 20% by June 2026.</li> <li>• Empowerment 200 to 400 economic group engaged in IGA group through entrepreneurship skills by June 2026.</li> <li>• Financial empowerment enhanced 150 to 350 economic group engaged in IGA Group through soft loan in 13 ward by June 2026.</li> <li>• 2 national festivals Facilitated by June 2026.</li> <li>• Percentage of survivors received mental health and psychological services increased from 10% to 15% by June 2026.</li> <li>• Resources for case management increased from 4% to 26% by 2026.</li> <li>• Social Welfare Officers involvement in environmental social impact assessment in projects increased from 0% to 25% by 2026.</li> <li>• Working tools and facilities for Social Welfare Officers improved</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of services and infrastructure to PWDs</li> <li>• Supports provided to disadvantaged groups</li> <li>• Income level of the community</li> <li>• Number of communities' IGA</li> </ul>	<ul style="list-style-type: none"> <li>• TD</li> <li>• CMT</li> <li>• TCDO</li> <li>• HoDs</li> </ul>



		<ul style="list-style-type: none"> <li>from 50% to 75 % by 2026.</li> <li>Prevalence rate of Violence Against Children reduced from 13.2% to 9% by June 2026.</li> <li>Percentage of children in conflict with the law reduced from 61% to 21% by June 2026.</li> <li>Children in need of quality and equitable child protection services increased from 30 % to 40% by June 2026.</li> <li>Proportion of MVCs enrolled in CHIF increased from 33% to 50% by June, 2023.</li> <li>Percentage of elderly persons accessing care and support services increased from 17% to 30% by June 2026.</li> <li>Percentage of Person with Disabilities who are accessing social services increase from 10% to 30% by 2026.</li> </ul>		
G	Management of natural resources and environment Enhanced and sustained	<ul style="list-style-type: none"> <li>Water resource management improved from 50% to 70% in 13 Wards of Njombe town council by June 2026.</li> <li>Natural Resources and water sources developed and conserved by June 2026.</li> <li>General Planning Scheme (GPS) implemented in Njombe Town Council by June 2026.</li> <li>Town Planning and Surveying activities in Njombe Town Council Enhanced by June 2026.</li> <li>Use of alternative source of energy from 20% to 30% in 4 Wards of Njombe Town Council by June 2026.</li> <li>Garbage and solid waste collection and disposal in Njombe town council improved from 70% to 90% by June 2026.</li> <li>Natural forest under Local authority and private forest reserves managed in accordance with approved forest management plans increased from 3,031 ha to 3,500 ha by June 2026.</li> <li>Deforestation rate reduced by 70% by June 2026.</li> <li>3,500 ha of forest reserve boundaries demarcated and managed by June 2026.</li> <li>Farmers practicing Agro-forestry system increased from 200 to 1000 by June 2026.</li> <li>Area under private forest plantations increased from 21358ha to 100,000ha by June 2026.</li> <li>Area under community owned forest plantations/woodlots increased from 21358ha to 100,000ha by June 2026.</li> <li>Annual plantation and woodlots wildfire incidences reduced by 80% by June 2026.</li> <li>Small tree growers receiving extension services increased from 10% to 60% by June 2026.</li> <li>Mechanism for public-private partnership arrangement such as lease, concessions and joint management agreement in promoting sustainable management of industrial plantations developed and implemented by June 2026.</li> <li>Pole treatment plants increased 1 to 2 by June 2026.</li> <li>About 50% of alternative charcoal production is produced sustainably by June 2026.</li> <li>Establishment of Beekeeping industries from 0 to 1 by June 2026.</li> <li>Timber industries increased from 2 to 4 by June 2026.</li> <li>Women, youths and people with disabilities forest supporting programmes established by June 2026.</li> <li>Use of traditional hives decreased from 60% to 20% by June 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Control status of disasters and emergency management</li> </ul>	<ul style="list-style-type: none"> <li>TD</li> <li>CMT</li> </ul>

		<ul style="list-style-type: none"> <li>• Apiaries in bee reserves increased from 150 to 1000 by June 2026.</li> <li>• One Queen rearing centres established by June 2026.</li> <li>• Honey production increased from 25tonnes to 100 tons by June 2026.</li> <li>• Bee wax production increased from 2.5tonnes to 8 tons by June 2026.</li> <li>• 40 beekeepers' groups trained on best beekeeping practices annually by June 2026.</li> <li>• Sites with functioning Api- agro forestry increased from 1 to 20 by June 2026.</li> <li>• Processing industries for honey, beeswax, other bee products using efficient technology established by June 2026.</li> <li>• Farmers using bee pollination services in agricultural production increased from 1 to 20 by June 2026.</li> <li>• Working bee products collection and processing centres established by June 2026.</li> <li>• One registered apitherapy centre established and functioning by June 2026.</li> </ul>		
I	<b>Improve Emergency and Disaster Management</b>	<ul style="list-style-type: none"> <li>• Capacity on management of emergency/disaster preparedness and response strengthened from 18% to 30% by June 2026.</li> <li>• Capacity on management of emergency/disaster preparedness and response strengthened from 18% to 30% by June 2026.</li> <li>• High prevalence rate of epidemics (cholera, meningitis, plague, Measles, polio, Yellow fever etc) reduced from 0.1% to 0.05% by June 2026.</li> </ul>	•	•
0	<b>Pay personal Emolument</b>			
Y	<b>Multi Sectorial nutrition services improved</b>	<ul style="list-style-type: none"> <li>• Prevalence rate of underweight among children 0-59 months reduced from 3.8% to 3% by June 2026.</li> <li>• Prevalence rate of malnutrition and stunting among children reduced from 1.1% to 0.7% by June 2026.</li> <li>• Functioned Multi-sectoral nutrition coordination steering committees meetings strengthen from 66% to 100% by June, 2026.</li> <li>• Prevalence rate of underweight among children 0-59 months reduced from 3.8% to 3% by June 2026.</li> <li>• High Prevalence rate of Anaemia and nutritional disorders reduced from 12% to 7% by June 2026.</li> <li>• Nutritional food production and consumption promoted to three villages of Ihanga Ward in Njombe Town Council by 2026.</li> </ul>	•	•



# NJOMBE TOWN COUNCIL ORGANIZATION STRUCTURE

