

THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE

**REGIONAL ADMINISTRATION AND LOCAL
GOVERNMENT**



RUVUMA REGIONAL SECRETARIAT

**FIVE YEAR STRATEGIC PLAN
(2021/2022 – 2025/2026)**

August, 2021

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ABBREVIATIONS

AAS	– Assistant Administrative Secretary
AEPS	– Assistant Administrative Secretary – Economic and Productive Sectors
AHRM	– Assistant Administrative Secretary – Human Resources and Management
ALGS	– Assistant Administrative Secretary – Local Government Services
AMCOS	– Agricultural Marketing Co-operative Societies
ANC	– Antenatal Care
APC	– Assistant Administrative Secretary – Planning and Coordination
ARV/ART	– Antiretroviral Therapy
AU	– African Union
BCG	– Bacillus Calmette–Guérin (Vaccine)
BMUs	– Beach Management Units
Bopv	– bivalent Oral Poliovirus Vaccine
CA	– Chief Accountant
CBOs	– Community Based Organizations
CCM	– Chama Cha Mapinduzi
CCTV	– Closed Circuit Television
CEmONC	– Comprehensive Emergency Obstetric and Newborn Care
CIA	– Chief Internal Auditor
COBET	– Complimentary Basic Education in Tanzania
CSOs	– Civil Society Organizations
CTC	– Care and Treatment Centre/Clinic
D by D	– Decentralization by Devolution
DAS	– District Administrative Secretary
DC	– District Council
DCC	– District Consultative Committee

DCs	–	District Commissioners
DPT–HB	–	Diphtheria, Pertussis, Tetanus and Hepatitis B
DQA	–	Data Quality Assessment
EAC	–	East African Community
FBOs	–	Faith Based Organizations
FYDP	–	Five Year Development Plan
GBV	–	Gender-Based Violence
GDP	–	Gross Domestic Product
GePG	–	Government e-Payment Gateway
GNI	–	Gross National Income
HIV/AIDS	–	Human Immunodeficiency Virus/Acquired Immunity Deficiency Syndrome
HPV	–	Human Papillomavirus Vaccines
HVL testing	–	Half Value Layer testing
ICBAE	–	Integrated Community Based Adult Education
iCHF	–	Improved Community Health Fund
ICT	–	Information and Communications Technology
ID	–	Identity Card
IIDS	–	Integrated Industrial Development Strategy
Kgs	–	Kilogram(s)
KPI	–	Key Performance Indicator(s)
KRA	–	Key Result Area(s)
LDC	–	Least Developed Country
LGAs	–	Local Government Authorities
LMIC	–	Low- and Middle-Income Countries
Ltd	–	Limited
LTPP	–	Long Term Perspective Plan
M & E	–	Monitoring and Evaluation
MBIFACU	–	Mbinga Farmers' Cooperative Union
MC	–	Municipal Council
MDAs	–	Ministries, Departments and Agencies
MDGs	–	Millennium Development Goals

MIC	–	Middle Income Country
ML	–	Mining Licenses
MTEF	–	Medium Term Expenditure Framework
NCDs	–	Non-Communicable Diseases
NDC	–	National Defence College
NFRA	–	National Food Reserve Agency
NGOs	–	Non–Governmental Organizations
OPRAS	–	Open Performance Review and Appraisal System
PCs	–	Personal Computers
PCV13	–	Pneumococcal Conjugate Vaccine 13
PL	–	Prospecting Licenses
PMLs	–	Primary Mining Licenses
PMU	–	Procurement Management Unit
PSO	–	Principal Supplies Officer
RAS	–	Regional Administrative Secretary
RC	–	Regional Commissioner
RCC	–	Regional Consultative Committee
RCH	–	Reproductive and Child Health Clinic
REA	–	Rural Energy Authority
REO	–	Regional Education Officer
RICTO	–	Regional Information Communication and Technology Officer
RMC	–	Risk Management Coordinator
RMO	–	Regional Medical Officer
RS	–	Regional Secretariat
SACCOS	–	Savings and Credit Co-Operative Society
SDGs	–	Sustainable Development Goals
SEZs	–	Special Economic Zones
SIDP	–	Sustainable Industrial Development Policy
SONAMCU	–	Songea Namtumbo Agricultural Marketing Co-Operative Union
SP	–	Strategic Plan
STI	–	Science, Technology and Innovation

SWOC	–	Strengths, Weaknesses, Opportunities and Challenges
TAMCU	–	Tunduru Agricultural Marketing Co-Operative Union
TANePS	–	Tanzanian National e-Procurement System
TANROAD	–	Tanzania National Roads Agency
TARURA	–	Tanzania Rural and Urban Road Agency
TASAF	–	Tanzania Social Action Fund
TC	–	Town Council
TDV	–	Tanzania Development Vision
TT2	–	Tetanus Toxoid (Second Vaccine)
TV	–	Television
UN	–	United Nations
URT	–	United Republic of Tanzania
US	–	United States
WMA	–	Wildlife Management Area
TDV 2025	-	Tanzania Development Vision 2025

DEFINITION AND INTERPRETATION OF TERMS

TERM	DEFINITION/INTERPRETATION
Abattoirs	A facility where animals are slaughtered, most often (though not always) to provide food for humans.
Anti-corruption	Activities that are opposing, discouraging or punishing corruption
Census	The procedure of systematically enumerating, and acquiring and recording information about the members of a given population
Council(s)	City or Municipal or Town or Township or District council of the Local Government Authority
Decentralization by Devolution (D by D)	Transfer of authority- functional responsibilities, and resources to all Local Government levels
e-government	An alternative name of Electronic government essentially refers to utilization of Information Technology (IT), Information and Communication Technologies (ICTs), and other web-based telecommunication technologies to improve and/or enhance on the efficiency and effectiveness of service delivery in the public sector
Ethnic group	Category of people who identify with each other, usually on the basis of similarities such as a common language, ancestry, history, society, culture, nation, religion, race or social treatment within their residing area
Gross Domestic Product	The total monetary or market value of all the finished goods and services produced within a country's borders in a specific time period
Local Government Authorities (LGAs)	Form of public administration which, in a majority of contexts, exists as the lowest tier of administration within and smaller than a given state
Manifesto	A published declaration of the intentions, motives, or views of the issuer, be it an individual, group, political party or government

TERM	DEFINITION/INTERPRETATION
Objectives	A specific result that a person or system aims to achieve within a time frame and with available resources
Regional Secretariat	The office entrusted with administrative duties, maintaining records and overseeing or performing secretarial duties in the region
Simplified Excellence Model	Simplified Excellence Model is a practical, non-prescriptive framework that enables organizations to Integrate existing and planned initiatives, removing duplication and identifying gaps
Stakeholders	A stakeholder is a party that has an interest in an organization and can either affect or be affected by the business. The primary stakeholders in a typical corporation are its investors, employees, customers and suppliers
Strategic Plan	An organization's process of defining its strategy, direction and making decisions on allocating its resources to pursue the strategy
Strategy	A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem
Target	A target is a result that you are trying to achieve
Tranquility	A state of peace and harmony

STATEMENT OF THE REGIONAL COMMISSIONER



Since the late 1980s through early 1990s to date, the Government of the United Republic of Tanzania (URT) has continued to institute sweeping reforms aimed at better delivery of its developmental mandate to the Tanzanian people. As such, through these reforms which have included privatization, liberalization and decentralization, the Government of the URT has been able to facilitate continuous execution of its mandate through Regional and Local Government authorities.

In that regard, the strengthening of and cooperation with the private sector in fighting poverty has remained central to the Regional and Local Government Authorities' (LGAs) focus. In addition and based on this rationale, the regional multi-sectoral and stakeholders' planning approach was adopted, thereby leading to the Ruvuma Region Secretariat (RS) being able to prepare this strategic tool, namely, the Five Year Strategic Plan (2021/2022 – 2025/2026) for Ruvuma Region.

The focus of the Ruvuma Region Secretariat Strategic Plan (2021/2022 – 2025/2026) therefore will be to operate in the framework of Public Private Partnership processes for the delivery of services, attaining Development Vision 2025, the Party Manifesto 2020, Sustainable Development Goals (SDGs), the Third Phase Five Year Development Plan 2021/2022 – 2025/2026 (FYDP III) and other Government Directives. This Strategic Plan will also contribute to the Region’s efforts through set key result areas, by enhancing efficient and effective service delivery to the public. In this regard, the Region remains fully committed to achieve set national and international goals relating to socio-economic development.

In addition, ensuring sustainable peace and security, rule of law, good governance and natural justice in the Region will guarantee that the entire community engages in social and economic activities sustainably. These will contribute to the achievement of the region’s Strategic Plan (2021/2022 – 2025/2026).

I believe that, through the afore-explained synergy, the Regional Secretariat and LGAs in collaboration with their esteemed stakeholders, will contribute to making great difference in reducing Income Poverty and improve the socio-economic status of our people.



Brig. Gen (Amb.) Wilbert A. Ibuge
REGIONAL COMMISSIONER

FOREWORD



Strategic Planning is an organization's process of defining its strategy, direction and making decisions on allocating its resources to pursue the strategy. It sets priorities and extends to control mechanisms for guiding the implementation of the strategy. It is a long term process and an important aspect of strategic management that is executed in short term plans.

This five-year Ruvuma Regional Secretariat Strategic Plan 2021/22 – 2025/26 has been developed internally by the Regional Secretariat which worked extensively in consultations with other stakeholders in the region, to guide on priorities setting and deployment of resources. In these processes, this Plan becomes a detailed analysed document and the regional current situation has been revealed.

The Secretariat will use this Plan as the guiding document for the preparation of Medium Term Expenditure Framework (MTEF), Annual Plan and Budget.

I would like to express my profound gratitude to all those who have contributed to the preparation of this Plan, particularly the former Ruvuma Regional Commissioner, Hon. Christina S. Mndeme (ndc), the current Ruvuma Regional Commissioner, Hon. Brig. Gen (Ambassador) Wilbert A. Ibuge, the Assistant Administrative Secretaries, the Heads of Units, the Staff in the RS and other stakeholders who have contributed in one way or another in making this plan a reality.

My special thanks and appreciation go to the Task Force Team members, who dedicated their time, prioritised this task and fulfilled their responsibilities with dedication and professional diligence.



.....
Stephen M. Ndaki
REGIONAL ADMINISTRATIVE SECRETARY

EXECUTIVE SUMMARY

The Regional Secretariats (RSs) were established and mandated to provide advisory and supervisory services to the Local Government Authorities (LGAs) by the Regional Administration Act No. 19 of 1997. On the other hand, the LGAs were assigned the responsibilities of discharging social and economic development services to the community. The intention is to transfer power and authority from the Central Government to the grass roots and enhance democracy, a Policy known as Decentralization by Devolution (D by D).

This Strategic Plan has been developed to set the vision and direction for the region. It provides an overview of what needs to be done to build on the achievements of the region in the coming five years. The purpose of this plan is to link the Vision, Mission and Value to the region objectives, target and strategies into one document to provide a framework for 2021/2022 – 2025/2026 that will guide decision making over the next five years. It will provide focus and will enable the region to be pro-active about the future.

The major focus of this Strategic Plan is to ensure attainment and sustainability of economic growth and stability which the region need to record over the years. This will be done by ensuring efficient and effective economic management, mobilization of resources, transparent and accountable manner for sustainable development.

The region has adopted the use of Strategic Plan as a means of enhancing result-based management and efficiency in its operations. This is the continuation of the previous five years Strategic Plan (2016/2017 –

2020/2021) where by this Strategic Plan will come to an end in June 2026. The implementation of this five-year Strategic Plan will effectively contribute to the achievement of the Institution goals contained in the Vision. This Strategic Plan sets out the road map by identifying Vision, Mission, objectives and targets to be achieved and strategies to be pursued in the next five years.

The Strategic Plan begins with a situation analysis which provides the current existing situation of the organization in which assessment of the availability and quality of internal structures, systems, policies and processes, and an appraisal of the external environment to identify opportunities and challenges has been explained. The Situation Analysis of the organization show its Strengths, Weaknesses, Opportunities and Challenges (SWOC)

Critical issues and their challenges has been identified and refined under Stakeholders Matrix, Result Framework Matrix, Monitoring and Evaluation.

CHAPTER ONE

INTRODUCTION

1.1. Overview

This chapter presents the background information of Ruvuma Region Secretariat. The focus of this chapter has been on evolution of the region, use of different national planning frameworks and policies as inputs in the design of this plan. The chapter also spells out how the process of strategic plan review was carried out and finally the layout of the document.

1.2. Background information

Planning milestone of Ruvuma Region has an intention of transferring power and authority from the Central Government to the grass roots and enhances democracy, a Policy known as Decentralization by Devolution (D by D).

The planning process of the region takes into accounts the national planning frameworks, and Chama Cha Mapinduzi (CCM) manifesto of 2020 and other national priorities. The first stance is on Tanzania Development Vision (TDV) - 2025 that focuses on ensuring that quality life for every citizen is achieved and experienced. To ensure that is achieved, the nation and the region as well have embarked on a series of social, political and economic reforms. These include Public sector reform programs, Public Private Partnership, Labour market reforms, privatizations and sector based reforms. This implies that the region is part of implementing the TDV 2025. In the same vein, the region is planning along its effort to achieve the aspiration of Tanzania's Development Vision 2025 (TDV 2025) and the

Sustainable Development Goals (SDGs) that transformed Tanzania into a lower middle income country characterized by (i) high quality livelihood, (ii) peace, stability and unity, (iii) good governance, (iv) a well-educated and learning society, and (v) a strong and competitive economy.

Recently, the government has designed and formalized the Long Term Perspective Plan (LTPP 2011/2012 – 2025/2026). The Tanzania Long Term Perspective Plan (LTPP) is meant to implement Tanzania Development Vision 2025 (TDV 2025) that focuses on having quality life for all with specific focus of making our nation becoming a prosperous nation, through eradicating poverty, ignorance and diseases. The region is part of implementing unit of this development plan. Besides, LTPP the country has Five Year Development Plans (FYDPs) where now we are in its third phase and Annual Development Plans (ADPs). Since its launching in 1999, TDV 2025 had no formal instrument for its operationalization. The socio-economic transformation will be addressed in-depth through three strategic FYDPs; the Second FYDP (2016/17 – 2020/21): *Nurturing an Industrial Economy*; and the Third FYDP (2021/22 – 2025/26): *Realizing Competitiveness-Led Export Growth*. The achievements of such plans demand for the systematic planning process at regional level. This is because nation economic development rests on the contribution of LGA and the people at grass roots. This is to say, Ruvuma Region has prepared this strategic plan that accommodates all national planning frameworks.

Apart from the national glance of the planning process and its frameworks, the region is primarily focusing on improving the provision of socio – economic services such as health, water, education, income generating activities, infrastructures, agriculture and livestock, good governance, anti-

corruption and HIV and AIDS campaigns where community participation and effective staff utilization is given due weight.

Therefore, this strategic plan has focused on five major objectives as follows: -

- i) HIV/AIDs Infection Reduced and support services improved;
- ii) Good Governance Practice in the Regional Secretariat Enhanced;
- iii) National anti-corruption strategy and action plan enhanced and sustained;
- iv) Capacity of Ruvuma Regional Secretariat and LGAs in carrying out mandated functions strengthened;
- v) Financial management in Regional Secretariat and Local Government Authorities improved; and
- vi) ICT and e-government in Regional Secretariat and Local Government Authorities improved.

1.3. Review and Consultation Processes

The region and stakeholders resolved to undertake review of strategic plan with a view to developing a successor strategic plan towards the end of 2021. The rationale for reviewing the existing strategic plan was rooted in the fact that it was scheduled to end during 2021/22. Furthermore, the changing realities, in terms of opportunities and challenges, both domestically and in local arena, necessitated reviewing the Strategy.

The review and subsequent processes were organized in four stages as summarized below. (i) Preparatory stage: where the objective was to establish consensus on different aspects of the review and build capacity on strategic planning, including scope, modality and issues for review as

well as coordination and management of the whole process. Key stakeholders at this stage were regional secretariat staff, council staff and representatives from the Civil Society Organizations (CSOs) and other stakeholders.

The process was operationalized through participatory methodologies. (i) The Assessment Stage: this aimed at providing critical analysis and identifying reasons for under achievement of the targets. Thus, the assessment focused on development impacts and analysis of processes and implementation of strategic plan. The assessment stage involved mainly the documentary review of existing performance reports. (ii) Drafting and Dialogue Phase: This phase involved literature review, drafting and consultations. The output of this was strategy outline and framework for the design of the Strategic plan, which was thereafter shared with key stakeholders and consensus reached on the strategic direction. (iii) Stakeholder Consultations: The Consultation process on the draft Strategic plan took into account the need to meet client's needs. Such consultations had the following objectives; (a) identifying gaps in the draft (b) enhancing region ownership of development planning process.

1.4. Layout of the Document

This Strategic Plan is presented in five chapters and with a number of appendices. Chapter I presents the background information of Ruvuma Region Secretariat with a focus on evolution of the region, use of different national planning frameworks and policies also spells out how the process of strategic planning review carried out and finally the layout of the document. Chapter II presents the situational analysis of the region in terms of the status of economy, Environmental Scan, weaknesses,

strengths, challenges, and opportunities. The chapter covers issues of income poverty, status of different sectors, quality of life and social wellbeing, and good governance and accountability. Chapter III spells out the region directions such as vision, mission and core values. Chapter IV contains long term objectives, target, indicators, Performance Indicators and strategies. Chapter V provides details on implementation frameworks including how the Public Private Partnerships will be utilized. In addition, the chapter contains a summary on how to prepare the tentative budget and implementation plan and also Monitoring and evaluation systems are highlighted in this chapter.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1. Overview

The focus of this chapter is on presenting the existing situation of Ruvuma Region. This has been done by scanning internal and external environments of the region and strengths, weaknesses, challenges and opportunities have been diagnosed for each sector.

2.2. Internal and External Environmental Scan

The Ruvuma Region Secretariat functions are influenced by various factors constituting its operating environment. This environment is affected by internal and external factors.

Internal factors: The conducted assessment revealed that leadership, core processes, results orientation, people management and customer focus have influence on the functions of Ruvuma Regional Secretariat. Thus, the assessment aimed at identifying areas where the organization is relatively strong and areas which would require changes and improvement in the future.

External factors: Include Government Plans, Policies, National Programmes, Budgets and Legal Framework that has significant influence on the functions of the Ruvuma Regional Secretariat. Furthermore, external factors including environment, adverse national economic conditions which may have impact on Ruvuma Regional Secretariat performance. However, external experience is important in providing the Ruvuma Regional

Secretariat with learning opportunities related to the best practices and ground for sharing experience which are aimed at improving best services to Ruvuma region.

2.2.1. Internal Environmental Scan

2.2.1.1. Management

i. Regional Commissioner, Regional Administrative Secretary and District Commissioners

The Management comprised of Regional Commissioner and Regional Administrative Secretary who are appointed by the President and they are responsible for overseeing the day-to-day operations of the Region. The management also includes five District Commissioners who report to Regional Commissioner.

ii. Assistant Administrative Secretaries, heads of units and District Administrative Secretaries

There are seven (7) Assistant Administrative Secretaries, five heads of units and five District Administrative Secretaries (DASs) who report to Regional Administrative Secretary.

iii. Regional Consultative Committee

The Regional Consultative Committee (RCC) is an advisory body of the region to local government authorities, regional interested parties, advising region on national projects and programs that affect the region, ensure the coordination of the overall economic development in the region and discharging any other functions which the Minister may direct in respect of all or any consultative committee.

iv. **District Consultative Committee**

The District Consultative Committee (DCC) is an advisory body of the district to local government authorities, District interested parties, advising district on national projects and programs that affect the district, ensure the coordination of the overall economic development in the district and discharging any other functions which the Regional Commissioner may direct in respect of all or any consultative committee.

v. **Staffing**

Staff disposition is based on activities of the region both at the Regional Block and District Commissioners' Offices. The staff disposition as at June 2021 is 162 staff against the approved establishment of 329 staff. Out of this workforce of 162 staffs, 58 staffs are female and 104 are male. This composition indicates that female staff accounts for 35.80% and males are 64.20% of the total. Detailed distribution of staff is shown below in Tables 1a (Presidential Appointees' Positions), 1b (Staff Distribution by Age/Gender) and 1c (Staff Required, Available and Deficit): -

Table 1a: Presidential Appointees' Positions

Position	No. of Staff by Location			Gender Composition		
	RS	Districts	Total	Male	Female	Total
RC	1	N/A	1	1	N/A	1
RAS	1	N/A	1	1	N/A	1
DC	N/A	5	5	4	1	5
DAS	N/A	2	2	1	1	2
DED	N/A	8	8	6	2	8

Table 1b: Staff Distribution by Age/Gender

SECTION / UNIT	18 – 30		31 – 40		41 – 50		51 – 60		TOTAL	
	M	F	M	F	M	F	M	F	M	F
ADMINISTRATION AND HUMAN RESOURCES	0	0	5	0	8	4	3	9	18	13
FINANCE AND ACCOUNTS	0	0	0	3	3	0	3	3	6	6
INTERNAL AUDIT	0	0	0	0	2	0	0	0	2	0
PROCUREMENT MANAGEMENT	0	0	1	1	1	0	0	0	2	1
ICT UNIT	0	0	1	0	2	0	1	0	4	0
PLANNING AND COORDINATION	0	0	2	1	2	1	0	0	4	2
ECONOMIC AND PRODUCTIVE SECTOR	0	0	7	1	3	0	2	0	12	1
LOCAL GOVERNMENT SERVICES	0	0	1	0	3	0	0	0	4	0
EDUCATION SECTOR	0	0	0	0	4	1	1	0	5	1
SOCIAL SERVICES SUPPORT	1	0	2	2	2	1	1	1	6	4
INFRASTRUCTURE SECTOR	0	0	0	0	1	0	0	0	1	0
DAS OFFICE – MBINGA	1	1	1	2	3	2	3	2	8	7
DAS OFFICE – SONGEA	1	1	0	2	2	2	2	3	5	8
DAS OFFICE – TUNDURU	2	0	8	4	0	0	3	0	13	4
DAS OFFICE – NAMTUMBO	0	3	4	4	2	0	1	1	7	8
DAS OFFICE – NYASA	0	1	5	1	1	1	1	0	7	3
TOTAL BY AGE	5	6	37	21	39	12	21	19	104	58
STAFF GRAND TOTAL									162	

Table 1c: Staff Required, Available and Deficit

OFFICE	REQUIRED	AVAILABLE	DEFICIT
Regional Office	140	92	48
Songea	48	13	35
Mbinga	27	15	12
Tunduru	54	17	37
Namtumbo	28	15	13
Nyasa	32	10	22
TOTAL	329	162	167

Figure 1 below presents the Organization Structure of the Region.

THE ORGANIZATIONAL STRUCTURE FOR REGIONAL SECRETARIATS

(Approved by the President on 3rd June, 2011)

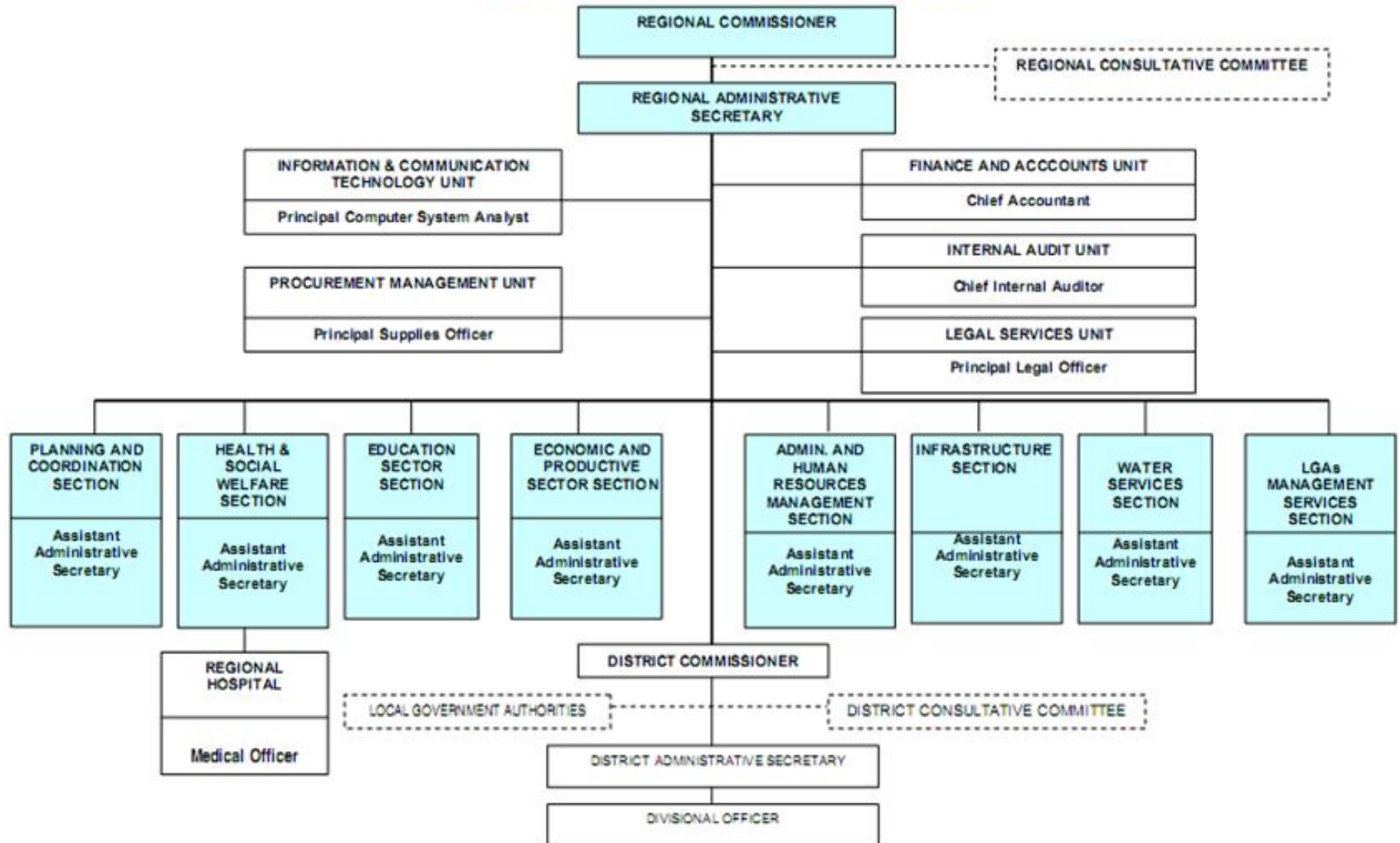


Figure 1: Organizational Structure as approved by the President on 3rd June 2011

2.2.1.2. Education Sector

The region has made several efforts and excelled in areas of educational infrastructure, enrollment or registration of pupils and students and students' performance in national examinations.

The region has increased number of primary schools from 670 in year 2015 to 818 in year 2021 being an increase of 148 schools. Similarly, number of secondary schools has been increased from 111 in year 2015 to 214 as of June 2021 being an increase of 103 schools.

Enrollment of primary school pupils in year 2015 was 47,978 compared to 50,673 in year 2021, while secondary school students' enrollment of 2021 was 19,090 against 15,643 enrolled students for 2015.

Standard seven pupils who passed their examination in year 2015 were 17,298 and the number was increased to 27,216 in year 2020, Form Four students who passed their examination in year 2015 were 6,868 and the number increased to 11,298 in year 2020 and Form Six students who passed their examination in year 2015 were 1,199 and the number increased to 3,270 in year 2021.

The region has constructed 549 new class rooms, completion of 183 class rooms, 36 teachers' houses and 27 teacher offices, 580 pit latrines for primary schools as of June 2021. Apart from all completed projects, there are two primary schools' projects of 128 Class rooms and 1,107 pit latrines while in secondary schools, 38 class rooms, 36 pit latrines, 10 hostels and 4 dining halls are on progress.

Pertaining to secondary schools, 4 old schools were rehabilitated, 235 classrooms, 6 Teachers' houses, 1 Administration block, 74 Pit Latrines for students, 14 Hostels and 6 dining halls were constructed, 68 laboratories were completed; 7,281 and 6,836 Students' chairs and tables were made respectively.

There are three teachers' colleges in the region as of June 2020 compared to one college in year 2015. Furthermore, number of higher education institutes has increased to three in year 2021 compared to one Institute in year 2015.

2.2.1.3. Water Sector

As of June 2020, total population of 1,355,000 which is equivalent to 67.7% of all Ruvuma residents is supplied with clean and safe water. This is against 57% supplied in the year 2015.

Water is supplied approximately to 833,361 residents of Ruvuma rural areas which is equivalent to 62% and there are about 5,631 different water sources that serve the population. The headquarters of six urban of district councils of Songea, Mbinga, Tunduru, Namtumbo, Mbamba Bay and Madaba are supplied with clean and safe water which is equivalent to 89.6% in 2021 against 72.7% in the year 2015.

2.2.1.4. Health Sector

a) Health Facilities

Ruvuma region has increased health facilities from 295 to 348. Out of these facilities, 24 were newly constructed and renovated in 8 councils of Ruvuma region. Out of the total, 3 are council hospitals (Namtumbo DC,

Songea DC and Nyasa DC), 16 health centers (4 Tunduru DC, 2 Namtumbo DC, 2 Madaba DC, 3 Songea DC, 1 Mbinga TC, 1 Mbinga DC, 2 Nyasa DC and 1 Songea MC) and 5 Dispensaries (4 Songea DC and 1 Nyasa DC).

b) Major Health Indicators

The region has successfully reduced the Maternal Mortality Rate from 109/100000 to 61/100000 (2020), Under Five Mortality Rate from 12/1000 to 5/1000 (2020), Infant Mortality Rate from 9/1000 to 3/1000 (2020) and HIV prevalence from 7% to 5.6% due to high medicine availability and improved health services and infrastructure.

c) RCH Services

Immunization coverage for specific antigen increased as follows; DPT-HB from 97% to 103%, bOPV3 from 95% to 99%, BCG from 110% to 129%, PCV13 from 95% to 102%, Surua Rubella 1 from 97% to 103%, Surua Rubella 2 from 85% to 94%, Rota2 from 97% to 99%, TT2+ from 92% to 99%, HPV1 from 71% to 82% and HPV2 from 39% to 64%. Attendance of antenatal clinic before 12 weeks increased from 24.9% to 38.4% and attendance of more than 4 visits increased from 45.9% to 74% (2020).

d) Social Welfare Services

In implementing social welfare services Ruvuma Region has managed to identify vulnerable groups and provide medical services and identity cards (80 % of most vulnerable children, 42.2% Elderly, 52.1% Disabled); 2096 GBV survivors were identified received counseling and referral to the court for further proceedings. Furthermore, GBV reporting Rate among adults increased from 70% to 78% (2020), among boys from 40% to 42% while

there were decrease in violence against children (girls from 60% to 58% (2020).

2.2.1.5. Agricultural Sector

The region produced 1,384,705 tons of food crops in year 2021. Regional food requirement of grains was 469,172 tons compared to 787,321 tons of grains, hence the surplus of 915,533 tones. Moreover, during agricultural season of 2018/2019 and 2019/2020, the region led in the production of maize national wide.

The region through NFRA constructed 12 silos and 2 food storage warehouses in Songea Municipal. During the agricultural season on 2018/2019, the agency bought a total of 14,700.776 tons of maize compared to 11,142.328 tons bought in 2015/2016 season.

As at 2020, the following two companies have invested heavily in agriculture: -

- i. **AVIV Company:** Invested 1,025 ha of coffee and increased employment from 1000 in year 2015 to 3,000 in year 2020.
- ii. **Silverlands Company (Ndolela Farm):** Invested in agricultural products of maize, beans, wheat, Soya, Avocados and Barley. The company was established in 2017/2018 and invested on 1,200 ha and employed 1,260 people.

2.2.1.6. Cooperative Sector

The region has a total of 306 cooperative societies. Out of them, 213 are AMCOS, 83 SACCOS, and three unions which are TAMCU Ltd, SONAMCU Ltd and MBIFACU Ltd.

In 2015, the region had 237 Cooperative Societies compared to 306 Cooperative Societies in 2020 with increase of 69 Cooperative societies in the region.

The government has introduced warehouse receipt system which is used for strategic crops of cashew nut, coffee and tobacco where in year 2021; a total of 15,401,584 Kilograms (Kgs) of cashew nuts worth Tshs 35,025,780,579 was produced and marketed through warehouse receipts system compared to 11,329,800 kgs worth Tshs. 13,594,800,000.00 produced and sold in 2015. Coffee produced in 2020/2021 was 12,676,000 Kgs worth Tshs 96,600,000,000.00 compared to 17,518,500 Kgs worth Tshs. 66,570,300,000.00 produced in 2015. A total of 785,659.30 Kgs of Tobacco worth Tshs. 2,550,102,828.00 was produced in 2019/2020 season compared to 160,855 Kgs worth Tshs. 542,323,900.00 was produced in 2015.

Since 2019 the region has been selling sesame, soya beans and pigeon peas through warehouse receipt system. In 2020 a total of 12,234,757 Kgs of sesame worth Tshs. 25,062,688,275.00 were produced and sold; 1,499,077 Kgs of soy beans worth Tshs. 1,067,158,147.00 were sold and 4,260,777 Kgs of pigeon peas worth Tshs. 2,585,676,632.00 were produced and sold through the said system, where as in year 2021, a total of 8,326,686 Kgs of sesame worth Tshs. 17,959,831,411.00 were sold. Soy beans 1,090,199 Kgs worth Tshs. 1,611,939,457.00 and pigeon peas of 2,831,146 Kgs worth Tshs. 2,012,361,531.00 were sold before the end of the agricultural season.

2.2.1.7. Livestock Sector

The region had a total of 2,736,430 livestock in 2015 and compared to 3,753,054 in June 2020 with an increase of 1,016,624 livestock.

The livestock products produced in 2020 in the region were 7,851 tons of beef, 4,906 tons of goat meat, 871 tons of mutton, 14,033 tons of pork meat and 179,345 tons of chicken meat, 291,528 tons of milk and 112,418,647 eggs.

i. Livestock Market and Abattoir

Number of primary and secondary livestock markets has been increased from one (1) in 2015 to five (5) in year 2020, whereas primary markets are four and one secondary market. Number of Abattoirs/slaughter slabs has increased from 13 in year 2015 to 17 in year 2021 including one modern Abattoirs built in Songea Municipality.

ii. Fisheries and Aquaculture

For the year 2020/2021 a total of 7,572 fishermen were registered including 38 fisheries groups and 1 Beach Management Unit (BMU) along the shore of lake Nyasa and rivers, where fish production in lake Nyasa and rivers is approximately 8,411.4 tons per annum.

Fish farmers have increased to 4,297 in 2021 from 3,748 fish farmers in 2015 equivalent to an increase of 549 fish farmers. Similarly the number of ponds has increased to 6,445 in 2021 from 5,878 ponds in 2015 equivalent to an increase of 567 ponds with an average production of 12.12 tons per annum.

2.2.1.8. Natural Resources and Tourism Sector

i. Tree Planting

During the period of 2015 – 2020, the region through its district councils, has planted 57,489,350 trees against the target of planting 60,000,000 trees equivalent to 95.8% of the target. Total of 55,789,226 trees have survived equivalent to 97% of all planted trees.

ii. Wildlife and Tourism

The region has introduced a total of five Wildlife Management Areas (WMAs) within the area comprising of the key wildlife dispersal areas and forming a critical corridor that links Selous Game Reserve now Nyerere National Park and Niassa National Reserve in Mozambique. Three WMAs are within Namtumbo district:- Mbarang'andu, Kimbanda and Kisungule, and two of them are within Tunduru district which are Nalika and Chingoli. These are areas of community land in which local people have usage rights over the wildlife resources.

Mbarang'andu WMA received a total of Tsh 206,313,052.00 from benefits of tourist hunting and the Nalika WMA received a total of Tshs 190,898,752.00 also from benefits of tourist hunting.

The Region has advantages of natural, cultural and eco-tourism such as Mwalimu Nyerere National Park, Natural reserve of Mwambesi, Lake Nyasa shores, River Ruvuma falls and Maji Maji Memorial Museum.

2.2.1.9. Infrastructure Sector

The region had a road network of 2,175 in June 2020 compared to 2075 km in 2015; which is maintained by TANROAD. The road network of 7,143.7 km, out of which, 2,316.5 km are feeder roads, 3,872.2 km are collector roads and 954.9 km are community roads maintained by TARURA. Either, construction of Ruhuhu Bridge of 98.01 meters long and Mbinga Mbamba Bay road of 66 km were under construction as of the year 2020

i. Construction of Songea Airport

The rehabilitation of Songea airport covers 1.74 km long running way and width 30 meters. In June 2020, the construction was at 50% completed. Flights started landing from 17th February 2021.

ii. Marine Infrastructure and Transport at Lake Nyasa

The government of United Republic of Tanzania disbursed 12 billion shillings to the region to construct a strategic Ndumbi Port. The construction commenced on December 2019.

Further, the Government has built two cargo ships of MV Njombe and MV Ruvuma and a passengers' ship MV Mbeya II. These ships are expected to serve regions of Ruvuma, Njombe, Mbeya and the neighbor country of Malawi hence improve marine transport services and entice more investors in Nyasa district and Ruvuma region at large.

2.2.1.10. Energy Sector

Ruvuma Region has 551 villages and out of them, 105 villages are connected with electricity through REA projects, 138 villages connected in

REA Phase III first round. A total of 63 villages are connected through Makambako – Songea Power Project. The remaining 255 villages are to be connected in REA Phase III second round. However, total number of electricity customers as of June 2020 was 42,185.

2.2.1.11. Industrial Sector

Ruvuma region has six (6) large industries which have employed 487 people. There are twenty-five (25) medium industries employing 141 people and 3,264 are small industries. These industries are for processing and manufacturing food products and forestry products.

2.2.1.12. Mining Sector

The region has 65 Prospecting Licenses (PL) issued by the Mining Commission of Tanzania, out of them, 36 are for coal, 8 for gold, 12 for uranium, 4 for tantalite and 3 for copper. There are 7 Coal Mining Licenses (ML) in the region. Tancoal Energy Ltd, Ruvuma Coal Ltd and Market Insight Ltd are coal miners operating in the region and also there are 1,199 Primary Mining Licenses (PMLs).

The office of Regional Resident Mines Officer issued 28 dealers' licenses and 9 brokers' licenses in the financial year 2015/2016 compared to 53 dealers' licenses and 60 brokers' licenses issued during the Financial Year 2019/2020. In addition, the region has two Minerals Markets in Tunduru and Songea.

2.2.1.13. Land Sector

The number of villages with sustainable Village Land Use Plan in the year 2015 was 82, compared to 143 in the year 2020. The number of plots

surveyed in the year 2015 was 11,147 compared to 44,894 in the year 2020. In the year 2015, Songea Municipality had no Master plan for guiding Municipal physical development following the expiry of the first one of 2010; but now there is a Master plan of 20 years commencing in 2017 to 2037.

The number of Certificates of Customary Right of Occupancy (CCRO) issued in the year 2015 was 4,703 compared to 34,891 in the year 2020. The number of Title Deeds issued in the year 2015 was 2,641 compared to 5,426 issued in the year 2020. The Regional Land Office led by Assistant Commissioner of Land was established in 2020. In 2015, there were no projects for regularization of informal settlement, compared to the year 2020 in which 17 projects have been undertaken, whereby 10,160 surveyed plots were regularized entailing all necessary physical infrastructure.

2.2.2.External Environmental Scan

2.2.2.1. CCM Manifesto 2020 – 2025

The ruling party Chama Cha Mapinduzi (CCM) Manifesto 2020 – 2025, has stipulated six priorities to be achieved in coming five years aiming at developing industrial economy and increasing employment opportunities as follows: -

- i. To protect and strengthen the principles of dignity, equality, justice and good governance in order to maintain peace, unity and solidarity of our Nation;
- ii. Promoting modern, integrated, inclusive and competitive economy built on the foundation of industry, economic services and enabling infrastructure;

- iii. Transforming agriculture, livestock and fisheries to ensure food security and self-reliance in food at all times and contribute fully to economic development;
- iv. Enhancing access to quality health care, education, water, electricity and housing in rural and urban areas;
- v. Encourage the use of research, science, technology and innovation as a tool for rapid socio-economic development; and
- vi. To create at least 8,000,000 (eight million) jobs in the formal and informal sectors for youth.

2.2.2.2. The Tanzania National Development Vision 2025

Tanzania envisioned that by June 2025 to attain a remarkable development from a Least Developed Country (LDC) to a Middle Income Country (MIC) in the areas of high quality livelihood, peace, stability and unity, good governance, as well as educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.

The country has achieved the Tanzania Development Vision (TDV) 2025 goals early and Per capita income is the formal criteria for low- and middle-income countries (LMIC) classification during the implementation of CCM Ruling Party Manifesto 2015 – 2020.

Tanzania's Gross National Income (GNI) per capita increased from \$1,020 in 2018 to \$1,080 in 2019, which exceeds the 2019 threshold of \$1,036 for lower-middle income status. The upgrade for Tanzania is the product of the country's strong economic performance of over 6% real Gross Domestic Product (GDP) growth on average for the past decade.

Tanzania National Development Vision (TDV) 2025 is much broader, and envisions Tanzania as a middle-income country in 2025, characterized by high-quality livelihoods; peace, stability and unity; good governance; a well-educated and learning society; and a competitive economy capable of sustainable growth and shared benefits, so increased GNI per capita is not enough. Investing in both human development and physical capital is key to achieving these broad goals and improving the quality of life for all Tanzanians.

2.2.2.3. The Long Term Perspective Plan (LTPP 2011/2012 – 2025/2026)

The Long Term Perspective Plan (LTPP, 2011/2012 – 2025/2026) is being implemented in a series of Five Year Development Plans as follows: -

- i. **First FYDP (2011/12 – 2015/16): Unleashing the Growth Potential**
The first Five Year Development Plan (FYDP) addressed the main constraints to Tanzania's growth such as infrastructure bottlenecks, particularly in energy (with a special emphasis on diversifying the means of production, including renewable energies), ports (with a special emphasis on the Dar es Salaam port), rural roads (meaning all types of roads in rural areas), railways, and other constraints related to skilled labor, science, technology and innovation (STI), Information and Communication Technology (ICT), the general business environment and the productivity in agriculture will be addressed.

ii. **Second FYDP (2016/17 – 2020/21): Nurturing an Industrial Economy**

The second FYDP focused on transforming the country's resources through the development of the industrial sector, natural gas based/fueled industries (following the investments made during FYDP I), agro-processing industries (given the increase of the sector's productivity and the improved infrastructure) and medium technology industries (given the increased human capital).

Jobs were created through the focus of the country on the industrial subsectors which generated the highest employment hence the country achieved to be in middle-income economy country.

iii. **Third FYDP (2021/22 – 2025/26): Realizing Competitiveness – Led Export Growth**

The rapid development of the country's industrial sector will lead to a significant increase in production, which will have to translate into a larger focus on new markets in order to further ensure the country's socio-economic development. Therefore, the third FYDP will focus on improving the competitiveness in all sectors, especially the manufacturing and services ones. The improvement in competitiveness will facilitate export oriented growth, and significantly increase Tanzania's share of international trade.

The target will be to transform Tanzania into the manufacturing hub of East Africa, whilst making sure all the gains made in terms of social services, business environment, infrastructure and productivity are promoted further.

2.2.2.4. Integrated Industrial Development Strategy 2025

The National Development Vision 2025 (VISION 2025) recognizes the leading role of the industrial sector in the process of transforming Tanzania's economy from a weather and market dependent agricultural economy to a self-sustainable semi-industrial one by June 2026. Sustainable Industrial Development Policy 1996 – 2020 (SIDP) declared the government's decision to phase the public sector out of productive activities and allow the private sector to become the principal vehicle for economic growth.

Through the implementation of the strategy, Integrated Industrial Development Strategy 2025 (IIDS) targets the manufacturing sector to grow by 15 % per annum on average, to attain a gross manufacturing value of 16 billion US Dollars and 23%share in GDP composition by June 2026.

2.2.2.5. Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th Septembers, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals and 69 Targets by 2030.

The Sustainable Development Goals which Ruvuma Regional Secretariat should contribute to achieve in long term are summarized below:-

Goal 1: *End poverty in all its forms everywhere;*

Goal 2: *End hunger, achieve food security and improved nutrition and promote sustainable agriculture;*

Goal 3: *Ensure healthy lives and promote well-being for all at all ages;*

Goal 4: *Ensure inclusive and quality education for all and promote lifelong learning;*

Goal 5: *Achieve gender equality and empower all women and girls;*

Goal 6: *Ensure access to water and sanitation for all;*

Goal 7: *Ensure access to affordable, reliable, sustainable and modern energy for all;*

Goal 8: *Promote inclusive and sustainable economic growth, employment and decent work for all;*

Goal 9: *Build resilient infrastructure, promote sustainable industrialization and foster innovation;*

Goal 10: *Reduce inequality within and among countries;*

Goal 11: *Make cities inclusive, safe, resilient and sustainable;*

Goal 12: *Ensure sustainable consumption and production patterns;*

Goal 13: *Take urgent action to combat climate change and its impacts;*

Goal 14: *Conserve and sustainably use the oceans, seas and marine resources for sustainable development;*

Goal 15: *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;*

Goal 16: *Promote just, peaceful and inclusive societies; and*

Goal 17: *Revitalize the global partnership for sustainable development.*

2.2.2.6. East African Community Initiatives

Tanzania is a member of several regional development initiatives such as East African Community (EAC). These initiatives provide a number of

opportunities to member states ranging from extended markets of goods, services and human resources.

A notable opportunity for Ruvuma region is to utilize its potentials in maximizing production and adding values of produces for export. This may be made through attracting investors from around East African Countries and/or helping the Communities in the region to access market opportunities offered by these EAC member states.

2.2.2.7. Agenda 2063: The Africa We Want

The 24th African Union (AU) Assembly held in January 2015, adopted a continental plan for the next fifty years, to ensure transformation and sustainable development for future generations through Agenda 2063. The African states have rededicated themselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena”*. As a Vision and an Action Plan, this integration agenda is the blue-print that will guide the ongoing transformation of Africa. It is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny. Thus, commit to act together towards achieving the following aspirations: -

Aspiration 1: *A prosperous Africa based on inclusive growth and sustainable development;*

Aspiration 2: *An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance;*

Aspiration 3: *An Africa of good governance, democracy, respect for human rights, justice and the rule of law;*

Aspiration 4: *A peaceful and secure Africa;*

Aspiration 5: *An Africa with a strong cultural identity, common heritage, values and ethics;*

Aspiration 6: *An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and*

Aspiration 7: *Africa as a strong, united and influential global player and partner.*

2.3. SWOC Matric Analysis of the Sector's Analysis

The region undertook a SWOC analysis to identify needs. This aims to provide a snapshot of where the region is now and identify the areas for the region to expand into in the future. The SWOC analysis was done by looking the internal factors (Strength and Weakness) and external factors (Opportunity and Challenges).

STRENGTH	WEAKNESS
1. Potential of land based production (agriculture, livestock, fishing, forestry)	1. Price fluctuation of agricultural produce;
2. Presence of banking and financial Institutions	2. Limited working tools including an acute shortage of transportation facilities
3. Presence of power and energy sources	3. Presence of Poverty indicators
4. Presence of Social Services	4. High percentage of stunting growth to children
5. Presence of raw materials for Industries	5. Under Development of a Ruvuma Special Economic Zone (SEZ);
6. Presence of Wildlife and Tourism attraction sites	6. Encroachment of protected areas;
7. Presence of Transportation and Communications	7. Human, livestock and plants diseases;
8. Presence of Sports and game services	8. Limited budget allocation to accomplish approved plans
9. Presence of conducive political environment	
10. Presence of skilled personnel to provide	

STRENGTH	WEAKNESS
technical support. 11. Presence of peace and security 12. Presence of Committed leadership with good interaction skills 13. Existence of Client Service Charter 14. Presence of Ports	9. Land disputes to some areas; 10. Low community participation in development issue; 11. Shortage of staff to some sections 12. Insufficient entitled staff quarters

OPPORTUNITIES	CHALLENGES
1. Presence of Investments in Hotels and Tourism 2. Investment in mining industry 3. Investment in tourism industry 4. Investment in processing industries 5. Investment in fishing industries 6. Increased agricultural production 7. Growth of technology	1. Inadequate Industries 2. Insufficient Crops' Markets 3. Unstable Market Prices 4. Climate Change 5. Occurrence Natural Calamities 6. Inadequate of higher learning institutions 7. Poor fishing gears 8. Illegal fishing and poaching

2.4. Stakeholders Analysis

The Regional Secretariat has a multiple number of stakeholders. The following table shows a list of stakeholders in the region, with their anticipated expectations: -

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
RS staff	High	a) Good remuneration packages b) Timely promotions c) Training opportunities/career	a) Lack of commitment due to lack of work morale b) poor service delivery

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
		development d) Prompt payments of rights & benefits e) Conducive working environment f) International and regional exposure	c) pilferages d) Poor creativity e) Internal Conflicts f) Corruption and sabotage g) Staff turnover leading to increased cost
Local Government Authorities (LGAs)	High	a) Plans and budgets which conform to government policies and guidelines b) Increased LGA's capacity to plan, Implement & monitor activities Independently c) Timely feedback & recommendations d) Fair assessment & recommendations e) Accurate and timely information	a) LGAs will not comply with government policies and guidelines in their plans and budget b) Poor plans and budgets c) Poor implementation of activities d) Untimely reports and feedback
Ministries, Departments and Agencies (MDA's)	High	a) Accurate and timely various reports b) Timely and accurate feedback c) Financial accountability d) Good linkage of	a) MDAs' failure to act and give feedback effectively and timely b) Poor/late decision making c) Late release of

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
		Central Government and LGAs/CSOs e) Coordinate Government business in the region f) Dissemination of Sectoral Policies, Acts, Regulations and directives	funds d) Misappropriation of funds e) Poor implementation of policies, Acts, Regulations and directives
Parliament	High	a) Timely submission of reports, information and data b) Timely submission of financial and audit reports c) Compliance and adherence to the approved plans and budgets d) Compliance and adherence to various directives	a) Delay in decision making b) Poor implementation of activities c) Punitive measures
Learning institutions	Medium	a) Accuracy and consistence b) Advising on implementation of various Policies, Acts, Regulations and Directives c) Utilization of training	a) Failure to adhere to rules and regulations b) Poor performance in education and researches c) Low productivity d) Poor quality of

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
		and consultancy services d) Good learning and research environment e) Timely provision of required information	education
Development Partners	High	a) Accurate information and data concerning the Regional profile/potentiality b) Increased RS and LGA's capacity to plan, implement and monitor activities independently c) Financial accountability d) Timely and accurate physical and financial progress reports of development projects e) Timely assessment, feedback and recommendations f) Transparency and accountability	a) Late/refraining from releasing funds b) Late decision making c) Withdraw of assistance/support d) Lack of trust
Political Parties	High	a) Peace and order b) Ensure implementation of manifesto of a ruling party	a) Lack of political will which may lead to poor acceptance of projects/programs

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
		c) Involvement in development activities d) Timely submission of accurate information and data e) Good governance and accountability	by the community b) Loss of trust to the Government c) Civil strife
Mass Media	High	a) Timely and accurate information access b) Adequate coverage	a) Information gap b) Misleading the public which might lead to: - i). Civil strife ii). poor participation c) Lack of public support and response
Non–Governmental Organizations (NGOs)/Community Based Organizations (CBOs)	Medium	a) Timely and accurate information b) Clearly defined registration procedures c) Clarification and timely issuance of policies and guidelines d) Good governance and accountability e) Ensure qualified, skilled and competent personnel	a) Poor participation in development activities b) Failure to adhere to rules and regulations
Business Community	High	a) Conducive investment and business	a) Delayed investment and trade

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
		environment b) Timely issuance of various licenses c) Timely payments for goods and services rendered d) Clarifications and timely issuance of policies, Acts, Regulation, guidelines and directives e) Good governance and accountability f) Peace and order	b) Low revenue collection c) Poor response of new investments/trade d) Poor service delivery from the Business community
Trade Unions	High	a) Adherence to Labor laws and regulations b) Good remuneration package c) Timely promotions d) Training opportunities e) Prompt payments of rights and benefits f) Conducive working environment g) Harmonious working relationship h) Timely payments of contributions i) Timely and accurate information	a) Workers strikes b) Lack of commitment due to lack of work morale c) Poor service delivery d) Pilferages e) Poor creativity and productivity f) Industrial Conflicts g) Membership density decline

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
Cooperative societies	Medium	a) Timely and accurate information b) Clearly defined registration procedures c) Clarification and timely issuance of policies, Acts, Regulations, guidelines and Directives d) Good governance and accountability	a) Poor service delivery b) Conflicts c) Misappropriation of funds leading to collapse of Societies/Unions
Financing institutions	High	a) Conducive investment and business environment b) Timely issuance of various loans c) Timely payments for goods and services rendered d) Clarification and timely issuance of policies and guidelines e) Good governance and accountability f) Peace and order	a) Delayed investment and trade b) Poor response of new investments/trade c) Low revenue realization leading to low contribution to regional GDP d) Poor service delivery from the financial institutions
Parastatal organizations	Medium	a) Conducive investment and business environment b) Timely payments for goods and services	a) Delayed investment and trade b) Poor response of new investments/trade

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
		<p>rendered</p> <p>c) Clarification and timely issuance of policies, Acts, Regulations, guidelines and directives</p> <p>d) Good governance and accountability</p> <p>e) Peace and order</p>	<p>c) Low revenue collection</p> <p>d) Poor service delivery from the Parastatal</p>
Vulnerable groups	Medium	<p>a) Efficient and effective specialized service delivery.</p> <p>b) Adherence to Human Rights principles</p> <p>c) Involvement in decision making and development activities</p> <p>d) Ensured life security</p>	<p>a) Increased number of unsecured persons/groups</p> <p>b) Increased public outcry / complaints</p>
Faith Based Organizations (FBOs)	Medium	<p>a) Accurate information</p> <p>b) Clearly defined registration procedures</p> <p>c) Clarification and timely issuance of policies and guidelines</p> <p>d) Involvement in decision making and development activities</p> <p>e) Good governance and accountability</p> <p>f) Peace and order</p>	<p>a) Poor participation in development activities</p> <p>b) Failure to adhere to rules and regulations</p> <p>c) Civil strife</p>

STAKEHOLDERS	PRIORITY RANK	PRIORITY RANK	PRIORITY RANK IMPACTS/RESULTS (IF EXPECTATIONS NOT MET)
Civic groups	Medium	a) Clarification and timely issuance of information, guidelines and policies b) Involvement in decision making and development activities	a) Failure to adhere to rules and regulations b) Poor collaboration spirit
Community	High	a) Peace and order b) Involvement in decision making and development activities c) Efficient and effective services delivery d) Accurate information on planning guidelines and developmental issues e) Accurate information on cause of action to take	a) Poor participation in development activities b) Unguided public initiatives c) Civil strife d) Increased public complaints e) poor coordination of community activities
Neighboring Countries	High	a) Various information b) Boarder Security	a) Poor cooperation b) Increase of cross border crimes

CHAPTER THREE

VISION, MISSION AND CORE VALUES

3.1. Overview

The Chapter presents the Organisational vision, mission and core values. The vision provides a roadmap; the mission provides the methodology of attaining the organisational goal, while the core values describe the organisational culture.

3.2. Vision

To become a competent and dedicated institution for advisory and coordination in the region.

3.3. Mission

Linking Central Government with Local Government Authorities, providing technical support to Local Government and other stakeholders and ensuring peace and tranquility within the region.

3.4. Core Values

The Ruvuma regional office provides services to its customers and general public while observing the following core values: -

- i. **Equity:** Ruvuma Region Secretariat believes that provision of services to the clients is fair and equal regardless of their sex, race, ethnicity, physical defects, religion and political inclinations.

- ii. **Efficiency and effectiveness:** Ruvuma Regional Secretariat believes that it is necessary to prudently use the available resources in the most cost-effective manner.
- iii. **Professionalism:** Ruvuma Regional Secretariat believes to provide professed expertise in executing its roles and responsibilities.
- iv. **Integrity:** Ruvuma Regional Secretariat will ensure that its staffs execute their responsibilities honestly.
- v. **Team work spirit:** Ruvuma Regional Secretariat believes that optimal outcome can be achieved if team work spirit becomes a prerequisite to service delivery.
- vi. **Diligence:** Ruvuma Regional Secretariat will ensure that its staffs shall provide long-term efforts, conscientious, determination and perseverance in executing their roles and responsibilities.

CHAPTER FOUR

OBJECTIVES, TARGETS AND STRATEGIES

4.1. Overview

Ruvuma Regional Secretariat has adopted the following six (6) Objectives that are to be achieved in the five years planning cycle: -

- i. HIV/AIDs Infection Reduced and support services improved;
- ii. Good Governance Practice in the Regional Secretariat Enhanced;
- iii. National anti-corruption strategy and action plan enhanced and sustained;
- iv. Capacity of Ruvuma Regional Secretariat and LGAs in carrying out mandated functions strengthened;
- v. Financial management in Regional Secretariat and Local Government Authorities improved; and
- vi. ICT and e-government in Regional Secretariat and Local Government Authorities improved.

These objectives are aiming at developing welfare, industrial economy and increasing employment opportunities in the formal and the informal sectors especially for youth and women.

Apart from other sectoral policies and directives, these objectives are linked to the following: -

- i. The priorities of ruling party's CCM Manifesto 2020 – 2025,
- ii. The Tanzania National Development Vision 2025,
- iii. The Long Term Perspective Plan (LTPP 2011/2012 – 2025/2026),
- iv. Integrated Industrial Development Strategy 2025,

- v. Sustainable Development Goals (SDGs),
- vi. East African Community Initiatives, and
- vii. Agenda 2063: The Africa We Want.

4.2. Assumptions

The following were major assumptions used during preparation of this plan:

-

- i. Good governance, administrative services, peace and political stability will continue to exist;
- ii. Current socio-economic reforms will continue and the average GDP growth rate will not be less than 6% as recorded in year 2020 up-to year 2025;
- iii. Inflation rate will remain to be a single digit during the entire period of the Plan;
- iv. Formal and informal sectors will continue to grow;
- v. Government efforts to improve infrastructure and industrialization will continue;
- vi. Awareness of HIV/AIDS will be enhanced and people will take appropriate preventive measures;
- vii. Financial management systems, Planning and Coordination Mechanism will be Strengthened;
- viii. Economic and productive services, quality of life and social well-being of the people will be improved; and
- ix. New jobs in the formal and the informal sectors will be created.

4.3. Objectives, Strategies and Targets

Objective A: HIV/AIDs Infection Reduced and support services improved

Rationale

There has been a low rate of HIV/AIDs infection in Ruvuma Region at a rate of 5.6 percent as at June 2020 compared to infection rate of seven percent (7%) in year 2015. Following this infection reduction achievement, this objective is envisaging to reduce infection rate to below five percent (5%), having improved health and socio-economic wellbeing.

Expected Results

- i. Reduced mortality rates caused by AIDS;
- ii. 95% of the people with HIV know their HIV status;
- iii. 95% of the people diagnosed with HIV receive ARVs;
- iv. 95% of the people receiving ARVs have viral suppression; and
- v. Reduced new cases of HIV infections.

KEY RESULT AREAS – KRA: HIV/AIDs Infection Reduced and support services improved.

STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS: In achieving these results, the region will adopt these during the Plan cycle of five years: -

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
Develop and implement HIV/AIDS programs on behavior changes	95% of all people leaving with HIV know their HIV status by June 2026	Percentage of people with HIV tested
Strengthen support to HIV/AIDS infected population	95% of all people with diagnosed HIV infection receive sustained antiretroviral therapy by	Percentage of people who received ARV

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	June 2026	
	95% of all people receiving antiretroviral therapy have viral suppression by June 2026	Percentage of people in ARV benefited with treatment

Objective B: Good Governance Practice in the Regional Secretariat Enhanced

Rationale

Good governance affects an organization's performance, its appetite for risk and ability to innovate. It is essential for Ruvuma Regional Secretariat to achieve its objectives and drive improvement, as well as maintain legal and ethical standing in the eyes of stakeholders and public in general. Good governance is the heart of success in service delivery.

Good governance is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is curbed, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making.

Expected Results

- i. Reduced labour turnover rate;
- ii. Increased clients' satisfaction;
- iii. Increased work morale;
- iv. Improved service delivery;

- v. Improved accountability;
- vi. Increased awareness on good governance issues;
- vii. Improved level of professionalism;
- viii. Availability of medicines, medical equipment and reagents;
- ix. Increase of revenues;
- x. Social services improved;
- xi. Immunization coverage increased;
- xii. Number of women attending 12 weeks visits;
- xiii. Increases of women attending 4th visit and more;
- xiv. Prevalence of Malaria reduced;
- xv. Outbreak diseases controlled;
- xvi. Reduction of Maternal Mortality rate; and
- xvii. Stunting rate reduced.

KEY RESULT AREAS – KRA: Good Governance and Administrative Services Enhanced

STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS:

The region will deploy these during the Plan cycle of five years to achieve these results: -

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
Provide legal services to the RS staff, LGAs staff and public	Legal Advisory services to RS and LGAs provided by June 2026	Number of people and institutions received legal advisory services
	Ensure each LGA has by-laws, reviewed and implemented by June 2026	Number of by-laws prepared and enacted in each LGA
	Statutory meetings in RS and LGAs convened as	Number of statutory meetings convened

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	scheduled by June 2026	
Promotion of national festivals in RS and LGAs	All National festivals coordinated annually by June 2026	Number of national festivals facilitated and coordinated
Monitoring of elections	Democratic elections procedures in LGAs administered by June 2026	1) Available democratic elected leaders 2) Implementation report
	Law and order maintained by June 2026	1) Prevalence of peace and harmony 2) Implementation report
Retooling, transport and housing	Smooth working environment to staff ensured by June 2026	1) Number of quality and adequate working tools, transport and office facilities 2) Available residents for entitled and eligible staff
Supervision of recruitment processes in LGAs and retention	Staff recruited and skilled are retained by June 2026	1) Reduced labor turnover rate 2) Number of skilled staff
	Working environment and relations improved by June 2026	1) Level of staff satisfaction 2) Implementation report
Monitor and conduct regular management and workers' meetings	Employee meetings are conducted timely by June 2026	Number of meetings conducted
Timely promotion, confirmation and awards	Promotion and Award system improved by June 2026	Number of staff motivated, confirmed and awarded
Provision of policies, laws, regulations, guidelines and circulars to staff	Policies, Laws and Regulations, Circulars, Guidelines provided by June 2026	Number of policies, laws, regulations, guidelines and staff circulars provided

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
OPRAS implementation	Employees performance evaluated by June 2026	1) Performance percentage obtained by each staff 2) Number of employees evaluated 3) Implantation report
Strengthening peoples' militia	Community participation in crime curbing enhanced by June 2026	1) Number of recruitments 2) Implementation report
Promoting gender balancing in staff allocation	Gender balance promoted by June 2026	1) Number of male staff against female staff in all positions 2) Proportion of gender balance in decision making positions 3) Implementation report
Intensification of monitoring and evaluation in LGAs	Effective Strategic Plan implementation ensured by June 2026	Available bi-annual and annual Monitoring and Evaluation reports
Review, disseminate and implement Clients' Service Charter	Provision of good customer care and services enhanced by June 2026	1) Available Clients' and Customer Care Service Charter 2) Available Customer Satisfaction form
Provision of ICT related Policies, Laws, Regulations, Guidelines and staff circulars	ICT related Policies, Laws, Regulations, Circulars and Guidelines availed by June 2026	1) Availability of policies, laws, regulations guidelines and circulars to staff
	ICT Infrastructure and systems protected from intended and unintended disruption by June 2026	1) Identified list of system users 2) All network cabinets and server rooms locked and

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
		<p>keys safeguarded by RICTO</p> <p>3) Documented list of all computers, laptops, switches, routers and servers with their respective user names and passwords</p> <p>4) All configuration passwords should be kept in a sealed envelope under the custodian of RAS who may delegate this responsibility</p> <p>5) Available backup power in server room</p> <p>6) Available anti-virus</p> <p>7) Implementation reports</p>
Conducting Organizational risks management	Risk Management Framework put in place by June 2026	<p>1) Available Risk Management Policy</p> <p>2) Implementation report</p> <p>3) Available risk management implementation plan</p> <p>4) Number of Risk Champions</p> <p>5) Presence of Fraud Risk Policy</p>
	Risks mitigations ensured by June 2026	<p>1) Presence of Risk Register</p> <p>2) Number of Staff involved in Risk Management and Mitigation</p>
Building risk management culture to all staff	Risk management culture to all staff ensured by June 2026	<p>1) Number of Training Program for Risk Management</p> <p>2) Number of sessions</p>

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
		conducted to staff on risks and risk management awareness
Enhancing economic and productive services	Supervision and dissemination of collected data of Economic and Production Services facilitated by June 2026	1) Availability of implementation report 2) Available data collected
Providing supportive supervision on matters related to education, sports, culture and youth	Coordination and monitoring of examinations improved by June 2026	1) Examinations done (National Form Six, Form IV, Form II, STD Seven and STD IV and MOCK) 2) Examinations results 3) Number of training program and workshops on national and MOCK examinations 4) Available timely examinations timetable
	Supervision, monitoring and coordination of youth and sports activities improved by June 2026	1) Number of available play grounds in schools against number of schools 2) Availability and use of sports grounds and games 3) Number of Sports and games meeting with stakeholders 4) Number of person participated in sports and games 5) Number of cultural and youth activities

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	Academic activities, teaching and learning processes enhanced by June 2026	1) Good performance in examinations results 2) Number of schools supervised 3) Number of schools monitored 4) Commemoration of educational week festival 5) Number of annual Educational stakeholders' meeting 6) Implementation report on educational week festival
	Adult education activities are coordinated and monitored by June 2026	1) Number of ICBAE centers / Groups established in each ward 2) Implementation report on social economic activities conducted thorough ICBAE centers/Groups 3) Number of illiteracy people identified in each LGA 4) Number of Illiteracy day commemorated yearly 7) Number of Adult Education Stake holders identified 8) Number of adult enrolled
	Coordination and monitoring of Non-Formal Educational activities enhanced by June 2026	1) Number of COBET centers established in each LGA 2) Number of COBET pupils enrolled formal education

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
		<p>system</p> <p>3) Number of COBET pupils joined formal education system</p> <p>4) Number of Open Secondary School Centers</p> <p>5) Available results of MOCK examination</p>
Enhancing the use of technology to foster teaching and learning processes	New technology in teaching and learning processes applied by June 2026	<p>1) Number of training programs on how to use new technology educational media</p> <p>2) Number of schools using computer in learning facilitation</p>
	New technology in teaching and learning processes improved by June 2026	Number of established teaching and learning facilities that use new technology
Enhancing the use of Adult Education and Non-Formal Education Pedagogical and strategies	New technology in provision of adult education and Non formal education applied by June 2026	<p>1) Number of Adult Education centers using new technology</p> <p>2) Number of Open School centers using new technology</p> <p>3) Number of facilitators equipped with pedagogical approaching of facilitating Adults Education programs.</p>
Improve service delivery	Shortage of medicines, medical equipment and diagnostic supplies reduced	<p>1) Shortage of medicines reduced</p> <p>2) Implementation reports</p>

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	from 4% to 0% by June 2026	
	Health financing revenue increased from 45% to 90% by June 2026	Revenue collection report
	Social welfare services increased from 46% to 60% by June 2026	Social welfare services increased
	Immunization coverage increased from 95% to 100% by June 2026	Percentage of immunization coverage
	Antenatal visits before 12 weeks increased from 38.4% to 60% by June 2026	Number of Antenatal visits
	Attendance of Pregnant women more than 4 visits increased from 74% to 100% by June 2026	Number of Antenatal visits
Management of incidence and prevalence of diseases	Prevalence of Malaria decreased from 11.8% to 1% by June 2026	Prevalence rate
	Epidemic diseases controlled by June 2026	Incidence rate
	Maternal Mortality Rate reduced from 63/100000 to 30/100000 by June 2026	Maternal Mortality Rate reduced
	Under Five Mortality Rate reduced from 5/1000 to 2/1000 by June 2026	Under Five Mortality Rate reduced
	Mortality rate due to NCD's and injuries reduced from	Mortality rate reduced

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	20% to 15% by June 2026	
Improve nutrition status in the Community	Stunting level reduced from 41% to 30% by June 2026	Stunting rate reduced
Strengthen Maternal health and newborn services	Comprehensive Emergency Obstetric Neonatal Care services (CEmONC) increased from 35% to 90% by June 2026	Number of health facility with CEmONC services
Ensure coordination and M & E	Accuracy of data quality increased from 85% to 100% by June 2026	Number of data with discrepancy decreased
Enhancement of Audit and Quality Assurance	Books of accounts are properly maintained by June 2026	Unqualified audit report
	Accurate information to decision makers for precise decisions ensured by June 2026	Unqualified audit report
	Laws, regulations and all government circulars adhered to by June 2026	Unqualified audit report
Peace, Tranquility and security maintained in RS and LGAs	Regional Consultative Committee (RCC) meetings prepared and conducted by June 2026	Number of Regional Consultative Committee prepared and conducted
Planning and Budgeting for Regional Secretariat and LGAs coordinated	Regional Plans and budget in place by June 2026	Available annual plans and Budget prepared and Scrutinized

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
Supportive Supervision of development project coordinated and/or conducted in LGAs	Quarterly Monitoring and Supervision of development projects in LGAs conducted by June 2026	1) Number of projects monitored 2) Number of projects supervised 3) Implementation report
	Support to community development initiatives in the Region provided by June 2026	Implementation report
Ensure living and working environment in RS improved	Offices and residential houses constructed by June 2026	Number of Offices and Houses constructed
	Offices and residential houses rehabilitated by June 2026	Number of Offices and Houses Rehabilitated
Ensure Coordination and Supervision of Agricultural Activities	Production of food, Cash and Horticultural Crops increased by June 2026	1) Number of metric tons increase production of food Crops 2) Number of metric tons increase production of Cash Crops 3) Number of metric tons increase production of Horticultural Crops 4) Number of metric tons increase of fertilizer 5) Number of metric tons increase of Improved Seeds 6) Number of hectares increased
Ensure coordination	Animal disease controlled	1) Number of vaccinated

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
and supervision of Livestock Activities	and coordinated by June 2026	animals 2) Number of animal dipped and sprayed
	Pasture and animal feed activities coordinated by June 2026	1) Number of pasture plots established 2) Number of animal feed resource centre inspected
	Quality and productivity of animal products improved by June 2026	1) Tones of meat and milk produced 2) Number of eggs produced. 3) Number of skins produced. 4) Number of hides produced
	Extension services, collection and dissemination of data improved by June 2026	1) Number of reports prepared 2) Number of livestock keepers' groups established 3) Number of animal inseminated
Ensure coordination and supervision of Forestry activities	Commercial tree planting activities coordinated by June 2026	1) Number of seedlings supplied 2) Number of seedlings planted
	Catchment areas and other natural forests are well protected against illegal activities by June 2026	1) Number of forests conserved 2) Implementation report
Coordination and supervision of Wildlife management / protection	Human Wildlife conflicts mitigation techniques are well coordinated by June 2026	1) Number of conflicts solved 2) Number of people compensated
	Wildlife corridors and disposal area are well	1) Number of areas of wildlife corridors protected

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	conserved and protected by June 2026	2) Number of areas of wildlife corridors conserved
Ensure coordination and supervision cooperative societies	Cooperative societies coordinated by June 2026	1) Number of Cooperative Societies coordinated; 2) Number of Cooperative Societies Registered
	Crops Auctions coordinated by June 2026	1) Number of auctions conducted 2) Tons of crops sold
Ensure coordination and supervision of Fisheries and Aquaculture Activities	Quality and productivity of Fisheries and Aquaculture products improved by June 2026	1) Number of modern fishing boats used 2) Number of legal fishing gears used 3) Number of quality ponds in place 4) Number of fish farmers registered 5) Number of reported landing sites
	Quality fisheries and aquaculture inputs enhanced by June 2026	1) Number of seed production centres 2) Number of fish feed small industries 3) Number of BMUs registered 4) Number of reported landing sites registered; 5) Number of beaches recorded 6) Number of reports prepared 7) Number of total catch/harvested recorded

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
		8) Number of fish farmers and fish mongers reached
	Fisheries resources and environment protected by June 2026	1) Number of active BMUs in place 2) Number of patrol boats for operations
	Illegal fishing and trade practices eliminated by June 2026	1) Number of illegal fishing gears captured 2) Number of illegal fishing gears destructed
Ensure Coordination and Supervision of trade activities	Business activities conducted under rules and regulations improved by June 2026	1) Adherence of rules and regulation of conducting trade activities 2) Implementation report 3) Number of business license issued 4) Number of IDs distributed 5) Number of meetings conducted
Securing, procuring, supplying and distributing information to stakeholders	Classification and storage of publications coordinated by June 2026	1) Number of information classified 2) Number of publication archived

Objective C: National anti-corruption strategy and action plan implementation enhanced and sustained

Rationale

The National Anti-Corruption Strategy and Action Plan III (NACSAP III) of 2017 – 2022 is an on-going government initiative for preventing and combating corruption to strengthen good governance across all sectors. It requires various government sectors to participate in the implementation process actively. The Ruvuma Secretariat therefore, will continue to create awareness among its employees, LGA and the public. It will also engage all other stakeholders in the fight against corruption. In its five years' plan, the promotive actions or measures that focus on the fight against this vice as stipulated in NACSAP III will be implemented in an efficient, transparent and accountable manner through the following strategies: -

1. Institutionalize National Anti-Corruption Strategy and Action Plan III
2. Customize and implement NACSAP III

Key activities are:

- i. Establish integrity committees and its meetings
- ii. Install suggestion boxes
- iii. Establish functional complaint handling mechanism/system

Expected Results

- i. Reduced corruption cases;
- ii. Increased awareness of people on corruption;
- iii. Improved service delivery; and
- iv. Improved transparency and accountability.

KEY RESULT AREAS – KRA: Implementation of National Anti–corruption Strategy Enhanced

STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS:

The Region had determined to sustain and implement national anti-corruption strategy by adopting the following -

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
Promotion of efficiency, transparency and accountability in RS and LGAs	Sector/area prone to corruption identified and mapped by June 2026	1) Number of areas mapped 2) Implementation report 3) Number of people reached
	The use of information communication technology in service delivery promoted by June 2026	1) Number of ICT tools and equipment acquired 2) Number of ICT training program conducted 3) Number of ICT Policy documents established in RS and LGAs 4) Implementation report of e-procurement
	Transparency and accountability in RS and LGAs promoted by June 2026	1) Number of training on ethics and integrity infrastructure conducted 2) Number of suggestion boxes installed in RS and LGAs 3) Number of Client Service Charters (CSC) developed, updated and implemented in RS and LGAs 4) Implementation report
	Corruption prevention system strengthened by June 2026	Implementation report
	Public awareness on ethics and fight against corruption	1) Number of training programs conducted on

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	strengthened by June 2026	ethics and fight against corruption 2) Number of people reached 3) Number of Information, Education and Communication (IEC) Strategy established in RS and LGA 4) Implementation report
	Capacity of RS and LGAs to prevent corruption built and strengthened by June 2026	1) Number of training programs conducted 2) Number of people trained on ethics and integrity infrastructure 3) Number of Integrity committees established 4) Number Integrity Committees meetings conducted
Implementation of National Anti-Corruption Strategy and Action Plan III	Integrity Committee in each LGA coordinated and established by June 2026	1) Number of Integrity committee coordinated at RS and in each LGA 2) Number of Integrity committee established at RS and in each LGA
Imparting awareness to all staff to avoid corruption	Placement of Anti-Corruption posters to all RS Offices by June 2026	Number of Anti-Corruption posters placed in all Offices
	RS Anti-Corruption Committee activities implemented by June 2026	1) Number of corruption cases reported 2) Number of corruption

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
		cases dealt 3) Implementation report
	Corruption awareness imparted to all staff by June 2026	1) Number of staff sensitized on avoidance of corruption 2) Perception of people on corruption 3) Implementation report
No involvement of corruption issue on procurement activities in RS and LGAs	Zero tolerance procurement corruption ensured by June 2026	1) Number of procurement professionals involved in corruption 2) Number of procurement process involved corruption
	Procurement Corruption free activities coordinated by June 2026	Number of corruption cases involves procurement issues

Objective D: Capacity of Ruvuma Regional Secretariat and LGAs in carrying out mandated functions strengthened

Rationale

Human Capital is a crucial asset in order to achieve the organizational objectives. The region will retain competent staff by training the staff, motivating them; enhancing workers' participation and introducing complaint handling system.

Expected Results

- i. Increased clients' satisfaction;

- ii. Increased work morale;
- iii. Improved service delivery;
- iv. Improved accountability;
- v. Increased number of skilled and competent staff; and
- vi. Improved resource management.

KEY RESULT AREAS – KRA: Capacity of Ruvuma Regional Secretariat and LGAs is strengthened.

STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS: The region will deploy the following in achieving these results:-

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
Effective implementation of capacity building to RS and LGAs	Staff academic competency in their field of specialization improved by June 2026	1) Number of training needs assessment and priority areas 2) Report on training assessment 3) Number of Training Program 4) Number and details of trained staff 5) Percentage of internal labor turnover rate
Use of ICT and E-Government services in RS and LGAs	Use of ICT and e-government facilities to all staff enhanced by June 2026	1) Number of staff using ICT facilities 2) Number of ICT facilities operating

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
Transferring and retaining skilled staff to RS	Performance improvement and motivation of staff in RS ensured by June 2026	1) Required number of skilled staff 2) Service delivery satisfaction
Implementation of OPRAS	Effective Institutionalization of OPRAS by June 2026	1) Number of OPRAS filled by all staff 2) Number of staff rewarded 3) Number of staff trained on OPRAS
Strengthen resource management facilities	Resource management facilities strengthened by June 2026	1) Report of document and file movement system in place 2) Available MIS (e-office) 3) Available register for incoming and outgoing assets 4) Available visitors' book 5) Visitor controlled identity 6) Available surveillance Security (CCTV) Camera to RS and DCs offices 7) Installed biometric attendance register 8) Number of transport facilities maintained 9) Available Asset Register Book 10) Inventory of ICT equipment 11) Inventory of systems 12) Preventive maintenance schedule plan 13) Available TV set for RC's Office

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
		14) Number of staff provided with identity cards, name tags and lanyards
Equip staff with adequate knowledge and shared experience	National and international exposures coordinated by June 2026	1) Number of staff attended exposures 2) Number exposures attended
Performance improvement and satisfaction	Staff motivation ensured by June 2026	1) Number of trained staff 2) Number of confirmed staff 3) Number of awarded staff 4) Timely remuneration to staff 5) Number of staff promoted 6) Number of staff receive incentives
Statutory meetings in RS and LGAs are convened	Statutory meetings conducted by June 2026	Number of statutory meetings conducted
Implementation of Complaint Management and handling System in RS and LGAs	Complaints handling system maintained by June 2026	1) Report on placement of suggestion boxes in RS and LGAs 2) Number of complaints received 3) Number of complaints solved
The quality of data management and control improved	Supportive supervision on matters related Economic planning, Statistics and community development conducted by 2026	Number of Statistics and Economics training on Socio-economic profile preparation Attended
		Number of Supervision on matters related Economic planning, Statistics and

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
		Community development supported
Eradication of poverty in the society through TASAF projects conducted	Poverty in the society eradicated through TASAF projects by June 2026	1) Number of beneficiaries group formed through TASAF projects 2) Number of beneficiaries supported 3) Amount of TASAF funds disbursed to beneficiaries 4) Number of community projects implemented through TASAF funds
Allocate resources, preparing supervision checklist and conducting monitoring and supervision	Supervision and monitoring to LGAs on development projects conducted by June 2026	1) Number of LGAs supervised 2) Number of community groups visited 3) Number of groups supported 4) Total amount in Tanzanian Shillings of 10% own source funds disbursed to community groups

Objective E: Financial management in Regional Secretariat and Local Government Authorities improved

Rationale

Enhancing strong Financial Management System leads to appropriate use of the RS available scarce financial resources and proper budgetary control and ensure value for money and control misuse of resources and LGAs.

It is the aim of the RS in the next five-year plan to effectively use budget based plan to ensure effective utilization of financial resources.

Expected Results

- i. Improved service delivery;
- ii. Improved financial management reports;
- iii. Improved utilization of financial resources;
- iv. Increase value for money; and
- v. Reduction of number of Audit Queries.

KEY RESULT AREAS – KRA: Financial management Systems Strengthened/Improved.

STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS: The following will be executed in compliance with strong Financial Management Systems:

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
Managing and strengthening Integrated Financial Management systems	Integrated Financial Management systems strengthened in RS and LGAs by June 2026	1) Number of computers and other accessories supporting Financial Management Systems 2) Number of Account staff use computerized systems 3) Number of unqualified audit reports
	Financial reports prepared and timely submitted by June 2026	Number of financial reports

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	Internal Audit reports prepared and submitted timely by June 2026	Number of internal audit reports
Supportive monitoring and advisory services to LGAs	Timely submission of reports in LGAs ensured by June 2026	1) Number of reports submitted 2) Number of Unqualified Audit reports
	Accounting standards, procedures and directives adhered to by June 2026	1) Number of Implementation reports 2) Number of Unqualified Audit reports
	Own Source revenue collection performance in RS and LGAs raised by June 2026	1) Number of revenue sources Implemented 2) Comparative revenue collected
Emphasis on procurement activities in RS and LGAs by using TANePS system and ensure adherence of public act and regulation	All procurement activities done by using TANePS by June 2026	1) Number of tender advertised in TANePS 2) Number of bidders using TANePS system 3) Number of officers using TANePS
	Public Procurement act and regulation adhered by June 2026	1) Report on number of complain submitted 2) Number of tender advertised
Strengthen contract management in on-going contract in RS and LGAs	All contracts performed according to conditions and regulations by June 2026	1) Value for money 2) Number of contract completed on time
Enhance public asset and disposal of asset in RS and LGAs	Public asset registered, maintained and updated by June 2026	1) Number of asset registered in Assets Register 2) Number of asset stored
	Public write-off asset	1) Number of write off asset

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
	identified and disposed by June 2026	available 2) Number of disposal of assets advertised

Objective F: IT and e-government in Regional Secretariat and Local Government Authorities improved

Rationale

Utilization of Information and Communication Technologies (ICTs) and other web-based telecommunication technologies to improve and/or enhance on the efficiency and effectiveness of service delivery in the public sector is crucial. Hence, the ICT becomes a driver of many areas of services in government and its agencies. Electronic government (or e-government) becomes essential service delivery tool in public sector.

Expected Results

- i. Improved service delivery;
- ii. Improved resource management;
- iii. Improved accountability;
- iv. Improved ICT security;
- v. Managed risks; and
- vi. Managed disasters.

KEY RESULT AREAS – KRA: Information Communication technology improved.

STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS:

Due to the significance of ICT in service delivery, the Secretariat will deploy the following: -

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
Maintaining and strengthening of LAN, Optical fiber backbone and website hosting	ICT services availed in RS and LGAs by June 2026	1) Number of LAN maintained in RS and LGAs 2) Number of installed LAN with Optical Fiber connectivity in all DCs offices 3) Report on Optical Fiber backbone maintained in RS and LGAs 4) Report on updated, maintained and hosted website in RS and LGAs
	ICT system updated and maintained by June 2026	1) Number of systems updated 2) Number of systems maintained
Minimizing paper usage by converting office communications into electronic form	e-office facilities implemented by June 2026	1) Number of staff using e-office solution 2) Number of controls in ICT facilities 3) Number of ICT accessories acquired 4) Number of repaired ICT equipment (PC, Laptops and Printers) 5) Number of laptops acquired 6) Number of PCs, Scanners, and Printers 7) Number of other ICT working

STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS – KPI
		tools acquired 8) Number of hands-on conducted to end users 9) Number of e-Office working tools acquired to each office
Sensitize and support digital learning in schools	Digital learning in schools supported by June 2026	1) Number of schools connected and use internet for learning 2) Number of LGAs receive Teaching and learning approach through Cable TV

4.4. Overall Expected Results

At the end of this Strategic Plan period, the following are overall expected results to be achieved: -

- i. Regional peace, unity, solidarity will be maintained and strengthened through foundations of dignity, equality, justice and good governance,
- ii. Industrial and competitive modern economy in the region will be promoted parallel with development in infrastructure achieved,
- iii. The growth in Agriculture which will give assurance in food security and contribution to the development of the nation,
- iv. Access to quality socio-economy services will be enhanced,
- v. Efficient use of technology will be attained, and
- vi. New jobs in the formal and the informal sectors will be created.

CHAPTER FIVE

IMPLEMENTATION FRAMEWORK, MONITORING AND EVALUATION

5.1. Introduction

Monitoring and evaluation are essential tools for ensuring that resources are utilized efficiently for the purpose of achieving pre-determined objectives.

The Plan has been prepared after making specific assumptions which may change during the planning period so it is important that the assumptions are closely monitored during the entire period of the implementation because they may affect the set performance indicators. Assistant Administrative Secretary – Planning and Coordination (APC) will be responsible in implementation, monitoring and evaluation of the Plan.

5.2. Implementation and Monitoring

Implementation of this Plan will be through Annual Plans and Budgets. Every implementing section and unit must ensure that their respective annual plans and budgets are prepared within the framework of this Strategic Plan. **Appendix VI** will be used to assign proposed budget against each activity cost. Assistant Administrative Secretary – Planning and Coordination will coordinate Annual Plans and Budgets.

Management will ensure that all staff performance objectives are prepared and reviewed based on this Strategic Plan.

The reporting system requires each implementing section and unit to monitor its activities as stated in the annual plan and budget and the Assistant Administrative Secretary – Planning and Coordination will prepare monthly performance reports, which will be presented to the Regional Administrative Secretary. Management will discuss consolidated performance on a quarterly basis and then the report will be presented to the Regional Consultative Committee bi-annually.

5.3. Implementation and Monitoring Tools

Focus Area: HIV/AIDs Infection Reduced and support services improved

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Develop and implement HIV/AIDS programs on behavior changes	95% of all people leaving with HIV will know their HIV status by June 2026	To intensify HIV testing services	RMO	√	√	√	√	√
Strengthen support to HIV/AIDS infected staff	95% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy by June 2026	To enhance early initiation into ART and adherence support services to all people living with HIV	RMO	√	√	√	√	√
	95% of all people receiving antiretroviral therapy will have viral suppression by June 2026	To expand HVL testing at all CTC's to improve Monitoring of viral load suppression	RMO	√	√	√	√	√

Focus Area: Good Governance and Administrative Services Enhanced

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Provide legal services to the RS staff, LGAs staff and public	Legal Advisory services to RS and LGAs provided by June 2026	To provide LEGAL Services within the RS and LGAs	ALGS / AHRM / LO	√	√	√	√	√
		To facilitate Regional Judicial officers Ethics committees meetings	ALGS / AHRM / LO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		quarterly						
	Ensure each LGA has by-laws, reviewed and implemented by June 2026	To verify presence of reviewed bylaws to each LGAs	ALGS / AHRM / LO	√	√	√	√	√
	Statutory meetings in RS and LGAs convened as scheduled by June 2026	To make follow-up on statutory meetings in RS and LGAs quarterly	ALGS / AHRM / LO	√	√	√	√	√
		To conduct ICT Steering Committee meeting in RS	RICTO / ALGS / AHRM / LO	√	√	√	√	√
		To follow-up ICT Steering Committee meetings in LGAs	RICTO / ALGS / AHRM / LO	√	√	√	√	√
		To conduct Management meetings in RS	AHRM	√	√	√	√	√
		To follow-up Management meetings in LGAs	ALGS / AHRM	√	√	√	√	√
		To conduct Sections/Units' meetings in RS	AHRM	√	√	√	√	√
Promotion of national festivals in RS and LGAs	All National festivals coordinated annually by June 2026	To coordinate national festivals in RS and LGAs	ALGS / AHRM / PSO	√	√	√	√	√
Monitoring of elections	Democratic elections procedures in LGAs administered by June 2026	To supervise election in LGAs	ALGS / AHRM	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	Law and order maintained by June 2026	To provide election's regulations and guidelines	ALGS	√	√	√	√	√
		To conduct election seminars to election's supervisors and monitoring committee's members.	ALGS	√	√	√	√	√
Retooling, transport and housing	Smooth working environment to staff ensured by June 2026	To establish requirement of working tools	AHRM	√	√	√	√	√
		To acquire working tools, distribute / allocate to staff and maintain them	AHRM	√	√	√	√	√
		To build and avail residents for entitled and eligible staff	APC / AHRM	√	√	√	√	√
		To acquire 14 laptops (1 RC, 1 RAS, 6 AASs and 5 HoUs)	RICTO / PSO	√	√	√	√	√
		To acquire 8 PCs (Secretaries of RC, 6 AASs)	RICTO / PSO	√	√	√	√	√
		To acquire 8 Scanners (Secretaries of RC (1), 7 AASs)	RICTO / PSO	√	√	√	√	√
		To acquire 8 Printers (Secretaries of RC (1), 7 AASs)	RICTO / PSO	√	√	√	√	√
		To procure ICT Infrastructure accessories (keyboards, mice, cables,	RICTO / PSO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		hard disks, network tools and other accessories)						
		To acquire Anti-Virus to protect all Office computers	RICTO / PSO	√	√	√	√	√
		To acquire presentation Projector for ICT Section	RICTO / PSO	√	√	√	√	√
Supervision of recruitment processes in LGAs and retention	Staff recruited and skilled are retained by June 2026	To participate during the recruitment processes	AHRM / LO / ALGS	√	√	√	√	√
		To build organizational culture right from first day to newly hired staff	AHRM	√	√	√	√	√
		To provide career development to staff	AHRM	√	√	√	√	√
		To offer right job to right staff	AHRM	√	√	√	√	√
		To request and provide feedbacks	AHRM	√	√	√	√	√
	Working environment and relations improved by June 2026	To improve communication with staff	AHRM	√	√	√	√	√
Monitor and conduct regular management and workers' meetings	Employee meetings are conducted timely by June 2026	To prepare meetings' schedules	AHRM	√	√	√	√	√
		To conduct meetings as per schedules	AHRM	√	√	√	√	√
Timely promotion, confirmation and	Promotion and Award system improved by	To conduct KAMUS Committee timely	AHRM	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
awards	June 2026	To effect award and promotion in the system timely	AHRM	√	√	√	√	√
Provision of policies, laws, regulations, guidelines and circulars to staff	Policies, Laws and Regulations, Circulars, Guidelines provided by June 2026	To disseminate regulations, guidelines and staff circulars	AHRM	√	√	√	√	√
		To provide support in preparation or review of Policies and bylaws in LGAs	AHRM / LO	√	√	√	√	√
OPRAS implementation	Employees performance evaluated by June 2026	To monitor OPRAS for all staff	AHRM	√	√	√	√	√
		To evaluate OPRAS	AHRM	√	√	√	√	√
		To reward staff based on OPRAS	AHRM	√	√	√	√	√
Strengthening peoples' militia	Community participation in crime curbing enhanced by June 2026	To provide annual budgets and funds to militia advisor	AHRM	√	√	√	√	√
		To participate and coordinate peoples' militia trainings	AHRM	√	√	√	√	√
Promoting gender balancing in staff allocation	Gender balance promoted by June 2026	To provide awareness to all staff	AHRM / ALGS	√	√	√	√	√
		To capacitate women empowerment	AHRM / ALGS	√	√	√	√	√
		To consider gender balance during transfer of staff	AHRM / ALGS	√	√	√	√	√
Intensification of	Effective Strategic	To establish Monitoring and	APC	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
monitoring and evaluation in LGAs	Plan implementation ensured by June 2026	Evaluation Committee of the Strategic Plan						
		To prepare terms of references of the Committee	APC	√	√	√	√	√
		To put in place Strategic Plan for each council	APC	√	√	√	√	√
Review, disseminate and implement Clients' Service Charter	Provision of good customer care and services enhanced by June 2026	To prepare, review, disseminate and implement Clients' Service Charter	AHRM	√	√	√	√	√
		To install suggestions boxes	AHRM	√	√	√	√	√
		To implement Ruvuma Call Centre	AHRM / RICTO	√	√	√	√	√
		To install functional computerised complaint management system	AHRM / RICTO	√	√	√	√	√
Provision of ICT related policies, laws, regulations, laws, regulations, guidelines and staff circulars	ICT related Policies, Laws, Regulations, Circulars and Guidelines availed by June 2026	To prepare and review all ICT related documents	RICTO	√	√	√	√	√
	ICT Infrastructure and systems protected from intended and unintended disruption by June 2026	To identify list of system users	RICTO	√	√	√	√	√
		To lock all network cabinets and server rooms	RICTO	√	√	√	√	√
		Safeguarding keys and Administrative access rights	RICTO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		of the infrastructure						
		To document all ICT Infrastructure (computers, laptops, switches, routers and servers)	RICTO	√	√	√	√	√
		To document all configuration passwords	RICTO	√	√	√	√	√
		To plan and implement backup power in server room	RICTO	√	√	√	√	√
Conducting Organizational risks management	Risk Management Framework put in place by June 2026	To prepare Risk Management Framework	RMC	√				
		To develop Disaster Recovery Plan	RICTO	√				
		To prepare Risk Management Policy	RMC	√	√			
		To prepare Risk Management Governance Structure	RMC	√	√			
		To prepare Risk Management Procedures	RMC	√	√			
	Risks mitigations ensured by June 2026	To conduct risk identification exercise and prepare Risk Register	RMC	√	√			
		To implement Risk Management Policy	RMC	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		To prepare Fraud Risk Management Policy	CA	√	√	√	√	√
		To appoint Risks Champions	RMC	√	√	√	√	√
Building risk management culture to all staff	Risk management culture to all staff ensured by June 2026	To conduct Risk Management awareness programs	RMC	√	√	√	√	√
		To document all issues related to sessions conducted to staff on risks and risk management awareness	RMC	√	√	√	√	√
Enhancing economic and productive services	Supervision and dissemination of collected data of Economic and Production Services facilitated by June 2026	To facilitate Supervision and dissemination of collected data of Economic and Production Services	AEPS	√	√	√	√	√
		To inspect and establish database of private sector and institute operating on agricultural activities	AEPS	√	√	√	√	√
		To coordinate and prepare farmers database of strategic cash and food crops to LGAs	AEPS	√	√	√	√	√
		To supervise, monitor and inspect veterinary centers, butchers, slaughter houses,	AEPS	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		milk collection centers, animal feed resources and livestock disease control by ensuring routine vaccination and animal dipping						
		To facilitate Coordination and supervision of national tree planting operations and anti-poaching & Wildlife conflicts	AEPS	√	√	√	√	√
		To facilitate provision of extension services	AEPS	√	√	√	√	√
		To supervise and monitor trade and industries activities	AEPS	√	√	√	√	√
		To coordinate and supervise environmental conservation and protection activities	AEPS	√	√	√	√	√
		To supervise, coordinate and inspect fish markets, fish butchers, fishing gears, fishing boats and beach management units	AEPS	√	√	√	√	√
		To supervise, coordinate and inspect wild animals' markets and butchers	AEPS	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Providing supportive supervision on matters related to education, sports, culture and youth	Coordination and monitoring of examinations improved by June 2026	To conduct seminars to invigilators on supervision of the national examinations	REO	√	√	√	√	√
		To prepare and conduct MOCK examination	REO	√	√	√	√	√
		To conduct sports and game training	REO	√	√	√	√	√
		To supervise and coordinate sports and games competition at regional level	REO	√	√	√	√	√
		To conduct trainings and workshops on youth and cultural affairs	REO	√	√	√	√	√
		To conduct supervision and monitoring of teaching and learning processes in LGAs	REO	√	√	√	√	√
		To prepare and conduct educational week at regional level	REO	√	√	√	√	√
		To prepare and conduct regional educational stakeholders meeting	REO	√	√	√	√	√
	Supervision, monitoring and coordination of youth and sports activities improved by June	To earmark and reserve all available play grounds in schools	REO	√	√	√	√	√
		To conduct meeting with stakeholders of all sports	REO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	2026	and games						
		To organize participation of sports and games' competitions in schools, wards, districts regional and national level	REO	√	√	√	√	√
		To supervise all available cultural and youth activities	REO	√	√	√	√	√
	Academic activities, teaching and learning processes enhanced by June 2026	To conduct analytical projection and supervise good performance in examinations results	REO	√	√	√	√	√
		To supervise and monitor schools	REO	√	√	√	√	√
		To conduct annual commemoration of educational week festival	REO	√	√	√	√	√
		To conduct annual Educational stakeholders' meeting	REO	√	√	√	√	√
	Adult education activities are coordinated and monitored by June 2026	To propose and supervise establishment of ICBAE centers / Groups in each ward	REO	√	√	√	√	√
		To supervise implementation of social economic activities	REO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		thorough ICBAE centers/Groups						
		To identify level and number of illiteracy people in each LGA	REO	√	√	√	√	√
		To facilitate annual commemoration of Illiteracy day	REO	√	√	√	√	√
		To identify and meet with Adult Education Stakeholders	REO	√	√	√	√	√
		To supervise enrollment of adult	REO	√	√	√	√	√
	Coordination and monitoring of Non Formal Educational activities enhanced by June 2026	To supervise establishment of COBET centers in each LGA	REO	√	√	√	√	√
		To supervise enrolment of COBET pupils to join formal education system	REO	√	√	√	√	√
		To monitor and supervise all Open Secondary School Centers	REO	√	√	√	√	√
		To conduct and avail results of MOCK examination	REO	√	√	√	√	√
	Enhancing the use of technology to foster teaching	New technology in teaching and learning processes applied by	To establish and prepare educational media for new technology training	REO	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
and learning processes	June 2026	To supervise and identify schools which use computers as learning facilities	REO	√	√	√	√	√
		To supervise the establishment of teaching and learning facilities that use new technology	REO	√	√	√	√	√
	New technology in teaching and learning processes improved by June 2026	To monitor and maintain number teaching and learning facilities in LGAs	REO	√	√	√	√	√
Enhancing the use of Adult Education and Non Formal Education Pedagogical and strategies	New technology in provision of adult education and Non formal education applied by June 2026	To monitor and supervise Adult Education centers using new technology	REO	√	√	√	√	√
		To monitor and supervise Open School centers using new technology	REO	√	√	√	√	√
Improve service delivery	Shortage of medicines, medical equipment and diagnostic supplies reduced from 4% to 0% by June 2026	To conduct supportive Supervision on Medicine Audit to LGA's	RMO	√	√	√	√	√
	Health financing revenue increased from 45% to 90% by	To sensitize LGA's to strengthen mechanisms of enrolling new ICHF	RMO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	June 2026	members						
		To conduct Clinical Audit on revenue collection	RMO	√	√	√	√	√
		To endorse GePG to all health facilities in all LGA's	RMO	√	√	√	√	√
	Social welfare services increased from 46% to 60% by June 2026	To disseminate guidelines for provision of Social Welfare services to LGA's	RMO	√	√	√	√	√
	Immunization coverage increased from 95% to 100% by June 2026	To conduct monitoring of Vaccines and Immunization services in LGA's	RMO	√	√	√	√	√
	Antenatal visits before 12 weeks increased from 38.4% to 60% by June 2026	To conduct sensitization meeting to LGA's to intensify community education on the early 12 weeks booking	RMO	√	√	√	√	√
	Attendance of Pregnant women more than 4 visits increased from 74% to 100% by June 2026	To monitor sensitization meeting to LGA's to intensify community education on the importance of 4 th Antenatal Care (ANC) visits	RMO	√	√	√	√	√
Management of incidence and prevalence of	Prevalence of Malaria decreased from 11.8% to 1% by June	To conduct advocacy meeting to LGA's with high prevalence of Malaria on	RMO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
diseases	2026	mapping and selection of mosquito breeding sites						
	Epidemic diseases controlled by June 2026	To conduct supportive supervision on diseases surveillance for enhancing LGA's in identifying prone areas	RMO	√	√	√	√	√
		To conduct supportive supervision on diseases surveillance for enhancing LGA's in responding to prevent outbreak	RMO	√	√	√	√	√
	Maternal Mortality Rate reduced from 63/100000 to 30/100000 by June 2026	To conduct Maternal and Peri natal death review meetings to LGAs and health facilities providing Emergency Obstetric Neonatal Care (CEmONC)	RMO	√	√	√	√	√
	Under Five Mortality Rate reduced from 5/1000 to 2/1000 by June 2026	To conduct bi-annual assessment to health facilities providing CEmONC services to LGA's	RMO	√	√	√	√	√
	Mortality rate due to NCD's and injuries reduced from 20% to 15% by June 2026	To conduct specialized mobile Clinic to LGA's	RMO	√	√	√	√	√
		To conduct supportive supervision, Mentorship in order to capacitate Health	RMO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		Care Workers in LGA's on Non-Communicable Diseases (NCDs)						
Improve nutrition status in the Community	Stunting level reduced from 41% to 30% by June 2026	To conduct assessment of Nutrition Compact Performance Agreement in the Region	RMO	√	√	√	√	√
		To conduct Regional Multisectoral Nutrition Steering Committee	RMO	√	√	√	√	√
Strengthen Maternal health and newborn services	Comprehensive Emergency Obstetric Neonatal Care services (CEmONC) increased from 35% to 90% by June 2026	To conduct Maternal and Neonatal review meetings to LGAs and coordinate health facilities providing Emergency Obstetric Neonatal Care (CEmONC)	RMO	√	√	√	√	√
Ensure coordination and M & E	Accuracy of data quality increased from 85% to 100% by June 2026	To conduct Data Quality Assessment (DQA) to all LGA's	RMO	√	√	√	√	√
Enhancement of Audit and Quality Assurance	Books of accounts are properly maintained by June 2026	To review and report on the correct classification and allocation of revenue and expenditure accounts	CIA	√	√	√	√	√
	Accurate information to decision makers for precise decisions	To review and report on the reliability and integrity of financial and operation data	CIA	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	ensured by June 2026	and prepare financial statements and other reports						
	Laws, regulations and all government circulars adhered to by June 2026	To review procedures to conform with financial and operational procedures laid down in any legislation or any regulations or instructions for control over the expenditure	CIA	√	√	√	√	√
Peace, Tranquility and security maintained in RS and LGAs	Regional Consultative Committee (RCC) meetings prepared and conducted by June 2026	To conduct Regional Consultative Committee (RCC) meetings annually	APC	√	√	√	√	√
Planning and Budgeting for Regional Secretariat and LGAs coordinated	Regional Plans and budget in place by June 2026	To prepare annual Regional Plans and Budget	APC	√	√	√	√	√
		To monitor budget implementation	APC	√	√	√	√	√
		To submit Annual Regional plans and budget to National Budget committee	APC	√	√	√	√	√
		To submit Annual Regional plans and Budget to Parliamentary Committee	APC	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Supportive Supervision of development project coordinated and/or conducted in LGAs	Quarterly Monitoring and Supervision of development projects in LGAs conducted by June 2026	To conduct quarterly Monitoring and Supervision of development projects in LGAs	APC	√	√	√	√	√
Ensure living and working environment in RS improved	Offices and residential houses constructed by June 2026	To Construct Offices and Houses	APC	√	√	√	√	√
	Offices and residential houses rehabilitated by June 2026	To rehabilitate Offices and Houses	APC	√	√	√	√	√
		To rehabilitate Mipango Conference Room with iron security grills in windows	APC / AHRM	√				
Effective supportive supervision and monitoring of development projects conducted	Supportive supervision on development projects in LGAs conducted by June 2026	To conduct supportive supervision on development projects in LGAs	APC	√	√	√	√	√
	Support to community development initiatives in the Region provided by June 2026	To provide support to community development initiatives in the Region	APC / RCDO	√	√	√	√	√
		To coordinate and supervise TASAF activities in LGA	APC / RCDO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		To supervise disbursement of 10% of own source collection of LGA to women, youth and people with disability groups	APC / RCDO	√	√	√	√	√
Ensure Coordination and Super Vision of Agricultural Activities	Production of food, Cash and Horticultural Crops increased by June 2026	To coordinate and supervise production of food, cash, and horticultural crops	AEPS	√	√	√	√	√
		To coordinate and prepare farmers database of strategic cash and food crops to LGAs	AEPS	√	√	√	√	√
		To inspect and establish database of private sector and institute operating on agricultural activities	AEPS	√	√	√	√	√
		To inspect and supervise the distribution and supply of agricultural inputs	AEPS	√	√	√	√	√
		To supervise and monitoring irrigation activities to LGAs	AEPS	√	√	√	√	√
		To facilitate Supervise and dissemination of collected data of Economic and Production Services	AEPS	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Ensure coordination and supervision of Livestock Activities	Animal disease controlled and coordinated by June 2026	To supervise, monitor and inspection of veterinary center	AEPS	√	√	√	√	√
		To coordinate and supervise routine vaccination in LGAs	AEPS	√	√	√	√	√
		To supervise animal dipping activities.	AEPS	√	√	√	√	√
	Pasture and animal feed activities coordinated by June 2026	To supervise Animal feed resources centers	AEPS	√	√	√	√	√
		To coordinate and supervise the development of grazing land	AEPS	√	√	√	√	√
	Quality and productivity of animal products improved by June 2026	To supervise and inspect slaughter houses, milk collection centers and butchers	AEPS	√	√	√	√	√
		To supervise and coordinate artificial insemination	AEPS	√	√	√	√	√
		To coordinate, supervise and create awareness on processing of animal products	AEPS	√	√	√	√	√
	Extension services, collection and dissemination of data	To facilitate, supervise, collect and disseminate livestock data	AEPS	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	improved by June 2026	To organize establishment of livestock keeper associations	AEPS	√	√	√	√	√
		To coordinate and organize farmers to participate in Nanenane and other exhibition	AEPS	√	√	√	√	√
Ensure coordination and supervision of Forestry activities	Commercial tree planting activities coordinated by June 2026	To supervise planting of commercial trees in the region	AEPS	√	√	√	√	√
	Catchment areas and other natural forests are well protected against illegal activities by June 2026	To supervise and facilitate protection of forests against illegal activities	AEPS	√	√	√	√	√
Coordination and supervision of Wildlife management / protection	Human Wildlife conflicts mitigation techniques are well coordinated by June 2026	To facilitate coordination and supervision awareness program on human – wildlife conflicts mitigation techniques	AEPS	√	√	√	√	√
		To facilitate coordination and supervision of anti-poaching and wildlife conflicts	AEPS	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	Wildlife corridors and disposal area are well conserved and protected by June 2026	To conduct conservation awareness programs to the communities	AEPS	√	√	√	√	√
		To conduct elephant day yearly	AEPS	√	√	√	√	√
Ensure coordination and supervision cooperative societies	Cooperative societies coordinated by June 2026	To supervise inspection of cooperative societies	AEPS	√	√	√	√	√
	Crops Auctions coordinated by June 2026	To supervise coordination of crop auctions	AEPS	√	√	√	√	√
Ensure coordination and supervision of Fisheries and Aquaculture Activities	Quality and productivity of Fisheries and Aquaculture products improved by June 2026	To supervise, coordinate and inspect fish markets, fish butchers, fishing gears, fishing boats, landing sites and beach management units	AEPS	√	√	√	√	√
	Quality fisheries and aquaculture inputs enhanced by June 2026	To supervise, coordinate and inspect of seed production centers in LGAs	AEPS	√	√	√	√	√
		To supervise, coordinate and inspect fish feeds small industries in LGAs	AEPS	√	√	√	√	√
		To facilitate, Supervise and dissemination of collected data on Economic and Production Services	AEPS	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	Fisheries resources and environment protected by June 2026	To supervise establishment of Beach Management Units (BMUs)	AEPS	√	√	√	√	√
		To supervise availability of patrol boats	AEPS	√	√	√	√	√
	Illegal fishing and trade practices eliminated by June 2026	To supervise and coordinate patrols and operations of illegal fishing and trade to LGAs	AEPS	√	√	√	√	√
Ensure Coordination and Supervision of trade activities	Business activities conducted under rules and regulations improved by June 2026	To supervise business activities in the region	AEPS	√	√	√	√	√
		To supervise LGAs on Business License books availability	AEPS	√	√	√	√	√
		To supervise and monitor LGAs on distribution of entrepreneurs' ID to small entrepreneurs	AEPS	√	√	√	√	√
		To supervise and attend Business Council meeting	AEPS	√	√	√	√	√
		To conduct Regional Business Council meetings	AEPS	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Securing, procuring, supplying and distributing information to stakeholders	Classification and storage of publications coordinated by June 2026	To coordinate media and publication in RS and LGAs	AHRM	√	√	√	√	√

Focus Area: Implementation of National Anti–corruption Strategy

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Promotion of efficiency, transparency and accountability in RS and LGAs	Sector/area prone to corruption identified and mapped by June 2026	To coordinate identification and mapping of prone area to corruption	AHRM	√	√	√	√	√
	The use of information communication technology in service delivery promoted by June 2026	To facilitate and promote use of ICT in service delivery	RICTO / PSO	√	√	√	√	√
		To acquire ICT tools and equipment	RICTO / PSO	√	√	√	√	√
		To enforce national and regional ICT policies and guidelines	RICTO / AHRM	√	√	√	√	√
		To conduct ICT training programs	RICTO / AHRM	√	√	√	√	√
		To enforce use of e-procurement	RICTO / PSO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	Transparency and accountability in RS and LGAs promoted by June 2026	To conduct awareness campaign on anti-corruption	AHRM	√	√	√	√	√
		To promote transparency and accountability in RS and LGAs	AHRM	√	√	√	√	√
		To develop training programs on ethics and integrity infrastructure	AHRM	√	√	√	√	√
		To install and implement complaints handling system in RS and LGAs	AHRM	√	√	√	√	√
		To develop, review and implement client service charter	AHRM	√	√	√	√	√
	Corruption prevention system strengthened by June 2026	To monitor and enforce public code of ethics annual declaration of assets and liabilities and integrity pledges	AHRM	√	√	√	√	√
		To conduct compliance check	AHRM	√	√	√	√	√
		To establish and improve integrity committees	AHRM	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		Conduct integrity committees	AHRM	√	√	√	√	√
	Public awareness on ethics and fight against corruption strengthened by June 2026	To promote public awareness on fighting against corruption	AHRM	√	√	√	√	√
	Capacity of RS and LGAs to prevent corruption built and strengthened by June 2026	To facilitate capacity building in prevention and combating corruption	AHRM	√	√	√	√	√
Implementation of National Anti-Corruption Strategy and Action Plan III	Integrity Committee in each LGA coordinated and established by June 2026	To coordinate and facilitate establishment of Integrity Committees in LGAs	AHRM / ALGS / LO	√	√	√	√	√
Imparting awareness to all staff to avoid corruption	Placement of Anti-Corruption posters to all RS Offices by June 2026	To coordinate placement of anti-corruption posters to all LGAs	AHRM / PSO	√	√	√	√	√
	RS Anti-Corruption Committee activities implemented by June 2026	To coordinate Anti-Corruption Committee activities at RS	AHRM	√	√	√	√	√
	Corruption awareness imparted to all staff by June 2026	To facilitate and conduct corruption awareness to all RS staff	AHRM	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
No involvement of corruption issue on procurement activities in RS and LGAs	Zero tolerance procurement corruption ensured by June 2026	To encourage uses of TANePS in procurement activities to minimize corruption in RS and LGAs	PSO	√	√	√	√	√
	Procurement Corruption free activities coordinated by June 2026	To encourage the use of TANePS in procurement activities	PSO	√	√	√	√	√
		To implement procurement activities by using procurement act and regulations	PSO	√	√	√	√	√

Focus Area: Capacity of Ruvuma Regional Secretariat and LGAs is strengthened

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Effective implementation of capacity building to RS and LGAs	Staff academic competency in their field of specialization improved by June 2026	To conduct training needs assessment and priority areas	AHRM	√	√	√	√	√
		To prepare Training Program	AHRM	√	√	√	√	√
Use of ICT and E-Government services in RS and LGAs	Use of ICT and e-government facilities to all staff enhanced by June 2026	To facilitate smooth use of ICT and e-governance	AHRM / RICTO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Transferring and retaining skilled staff to RS	Performance improvement and motivation of staff in RS ensured by June 2026	To motivate improvement of staff performance	AHRM	√	√	√	√	√
Implementation of OPRAS	Effective Institutionalization of OPRAS by June 2026	To institutionalize OPRAS	AHRM	√	√	√	√	√
Strengthen resource management facilities	Resource management facilities strengthened by June 2026	To promote and strengthen resource management facilities	AHRM	√	√	√	√	√
		To implement Document and file movement system in RS	AHRM	√	√	√	√	√
		To maintain environment and hygienic at RS	AHRM	√	√	√	√	√
		To maintain visitors' book	AHRM	√	√	√	√	√
		To maintain Register for incoming and outgoing assets	AHRM	√	√	√	√	√
		To introduce and maintain Visitor controlled identity	AHRM	√	√	√	√	√
		To install surveillance Security (CCTV) Camera to RS and DCs	AHRM / PSO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		To install biometric attendance register	AHRM	√	√	√	√	√
		To maintain transport facilities	AHRM	√	√	√	√	√
		To maintain Asset Register Book	AHRM	√	√	√	√	√
		To maintain Inventory of ICT equipment	RICTO	√	√	√	√	√
		To prepare Preventive Maintenance schedule plan	RICTO	√	√	√	√	√
		To acquire TV set for RC's Office	AHRM / PSO	√				
		To prepare and distribute staff IDs to all RS staff	AHRM	√	√	√	√	√
		To ensure all staff put on their IDs	AHRM	√	√	√	√	√
Equip staff with adequate knowledge and shared experience	National and international exposures coordinated by June 2026	To facilitate staff in attending national and international exposures	AHRM	√	√	√	√	√
Performance improvement and satisfaction	Staff motivation ensured by June 2026	To motivate staff on performance improvement and satisfaction	AHRM	√	√	√	√	√
Statutory meetings in RS and LGAs	Statutory meetings conducted by June 2026	To promote, facilitate and supervise statutory	AHRM	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
are convened		meeting						
Implementation of Complaint Management and handling System in RS and LGAs	Complaints handling system maintained by June 2026	To promote and enforce implementation of Complaint Management System	AHRM	√	√	√	√	√
The quality of data management and control improved	Supportive supervision on matters related Economic planning, Statistics and community development conducted by 2026	To coordinate Statistics and Economics training on Socio – economic profile preparation	APC	√	√	√	√	√
		To conduct supportive supervision on matters related Economic planning, Statistics and Community development	APC	√	√	√	√	√
Eradication of poverty in the society through TASAF projects conducted	Poverty in the society eradicated through TASAF projects by June 2026	To supervise and coordinate TASAF project	APC / RCDO	√	√	√	√	√
Allocate resources, Preparing supervision checklist and conducting monitoring and	Supervision and monitoring to LGAs on development projects conducted by June 2026	To conduct supervision and Monitoring to LGAs on community based development projects	APC / RCDO	√	√	√	√	√
		To conduct supervision and monitoring development projects	APC / RCDO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
supervision		funded by central government						

Focus Area: Financial management Systems Strengthened

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Managing and strengthening Integrated Financial Management systems	Integrated Financial Management systems strengthened in RS and LGAs by June 2026	To enforce implementation of Integrated Financial Management systems	CA	√	√	√	√	√
	Financial reports prepared and timely submitted by June 2026	To prepare financial and audit reports timely	CA / CIA	√	√	√	√	√
Supportive monitoring and advisory services to LGAs	Timely submission of reports in LGAs ensured by June 2026	To coordinate, promote and facilitate timely submission of reports	CA / CIA	√	√	√	√	√
	Accounting standards, procedures and directives adhered to by June 2026	To enforce adherence to Accounting Standard and directives	AHRM / ALGS / CIA / CA / LO	√	√	√	√	√
	Own Source revenue collection performance in RS and LGAs raised by June 2026	To promote intensive supervision on revenue collection	AHRM / CA ALGS	√	√	√	√	√
Emphasis on procurement	All procurement activities done by using	To conduct procurement by using TANePS within the	PSO / CA	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
activities in RS and LGAs by using TANePS system and ensure adhered of public act and regulation	TANePS by June 2026	RS and LGAs						
		To support suppliers on the use of TANePS	PSO	√	√	√	√	√
		To carry out all procurement process through TANePS	PSO	√	√	√	√	√
	Public Procurement act and regulation adhered by June 2026	To monitor implementation of procurement act and regulation in RS and LGAs	PSO	√	√	√	√	√
		To conduct training to PMU staff and members of Tender Board on implementation of Procurement Act and Regulation	PSO / AHRM	√	√	√	√	√
Strengthen contract management in on- going contract in RS and LGAs	All contracts performed according to conditions and regulations by June 2026	To establish strong management of all contracts performed in RS and LGAs	PSO	√	√	√	√	√
Enhance public asset and disposal of asset in RS and LGAs	Public asset registered, maintained and updated by June 2026	To supervise asset registered book in LGAs	PSO	√	√	√	√	√
		To conduct training on managing asset registered book	PSO/CA	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
	Public write-off asset identified and disposed by June 2026	To identify and recommend assets for writing-off asset in RS and LGAs	PSO	√	√	√	√	√
		To advertise disposal by tendering in RS and LGAs	PSO	√	√	√	√	√

Focus Area: Information Communication technology improved

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
Maintaining and strengthening of LAN, Optical fiber backbone and website hosting	ICT services availed in RS and LGAs by June 2026	To install and maintain LAN with Optical Fiber connectivity in all DCs offices	RICTO	√	√	√	√	√
		To maintain Optical Fiber backbone	RICTO	√	√	√	√	√
		To update, maintain and host website	RICTO	√	√	√	√	√
		To install extra network access points in Mipango Conference Room capable to accommodate number of network facility users	RICTO	√	√	√	√	√
	ICT system updated and maintained by June 2026	To analyze, develop, implement, feed data and maintain “Ruvuma Open Data System”	RICTO	√	√	√	√	√

Strategies	Targets	Activities	Responsible	Time Frame				
				2021/22	2022/23	2023/24	2024/25	2025/26
		To update and maintain systems in RS	RICTO	√	√	√	√	√
		To follow-up maintenance and updates systems in LGAs	RICTO	√	√	√	√	√
		To update and maintain systems and infrastructure inventory in RS and LGAs	RICTO	√	√	√	√	√
Minimizing paper usage by converting office communications into electronic form	e-office facilities implemented by June 2026	To acquire e-Office working tools to each office	RICTO	√	√	√	√	√
Sensitize and support digital learning in schools	Digital learning in schools supported by June 2026	To promote and supervise use of digital learning to schools	REO / RICTO	√	√	√	√	√
		To establish number of schools connected and use internet for learning	REO	√	√	√	√	√
		To establish number of LGAs receive Teaching and learning approach through Cable TV	REO	√	√	√	√	√
		To provide digital learning technical assistance and connectivity to schools	RICTO	√	√	√	√	√

5.4. Evaluation

Performance evaluation is very important as it entails comparing actual against expected results. In a changing environment, some of the key assumptions in the Plan may also change dramatically and affect implementation of the objectives in the Plan. Therefore, in the course of evaluation, the effect of such changes will be determined and appropriate corrective measures taken.

The Assistant Administrative Secretary – Planning and Coordination will be responsible for coordination of preparation and implementation of the Strategic Plan.

5.5. Monitoring and Evaluation Committee

The function of the Committee is to ensure that all plan objectives, strategies and actions are attained. Monitoring and Evaluation Committee will be formulated to closely monitor and evaluate implementation of this Plan.

The following duties will be performed by section of Planning and Coordination: -

- i. Ensure head of sections and units communicate the Plan to their respective staff;
- ii. Inspiring staff to implement the Plan accordingly;
- iii. Ensure that annual plan and budget are Scrutinized to asses if in line with the Plan objectives, targets and activities;
- iv. Advise the Management on best ways to achieve the Objectives; and
- v. Oversee implementation of the Strategic Plan.

Compulsory attributes for execution of these functions are as follows:-

- i. better understanding of the Regional Secretariat functions;
- ii. good leadership skills; and
- iii. Ability in influencing people to adopt changes and do things differently.

The Assistant Administrative Secretary – Planning and Coordination shall present Monitoring and Evaluation reports to the Management semi-annually.

5.6. Review

Review of this Strategic Plan will be done after three years. However, the Plan may be reviewed any time if there is need to do so. The Assistant Administrative Secretary – Planning and Coordination will coordinate the review exercise.

LIST OF APPENDIXES

Appendix I

Revision Control

Version No.	Total Pages	Details of Revision	Date

Appendix II

Quality Assurance Control

Version V.2020/11/01		
Contributor	Task	Date
Author: Strategic Plan Task Force Team	Handover of a five-year Ruvuma Regional Strategic Plan (2021/22 – 2025/26)	14 th November 2020
Recipient: Assistant Administrative Secretary – Planning and Coordination	Receiving of five-year Ruvuma Regional Strategic Plan (2021/22 – 2025/26)	
Reviewer: Regional Administrative Secretary	Reviewing of five-year Ruvuma Regional Strategic Plan (2021/22 – 2025/26)	
Reviewer: Management	Reviewing of five-year Ruvuma Regional Strategic Plan (2021/22 – 2025/26)	
Approver: Management	Approving of five-year Ruvuma Regional Strategic Plan (2021/22 – 2025/26)	
Custodian: Assistant Administrative Secretary – Planning and Coordination	Keeping of a five-year Ruvuma Regional Strategic Plan (2021/22 – 2025/26)	

Appendix III

Release Control

Version No.	Pages	Details of Release	Release Date
V.2020/11/01 (Ruvuma Regional Secretariat's Strategic Plan 2021/22 – 2025/26, Version One of November 2020)	112	Ruvuma Regional Strategic Plan (2021/22 – 2025/26)	6 th September 2021

Appendix IV

Changes Request and Control

If you have any suggested changes to this Strategic Plan, please notify the following: -

Name and address	Physical Contact Address (Location)	Telephone/Mobile number(s)
Regional Administrative Secretary Ruvuma Regional Secretariat P. O. Box 74 Songea. e-mail: ras.ruvuma@tamisemi.go.tz	Ruvuma Regional Block	+255 25 2602 256
Assistant Administrative Secretary Planning and Coordination Ruvuma Regional Secretariat P. O. Box 74 Songea. e-mail: ras.ruvuma@tamisemi.go.tz	Ruvuma Regional Block	+255 25 2602 256

Appendix V

Distribution List

This document is distributed to all Head of Sections and Units as in Table below and electronic copy is available in Ruvuma Regional Website (www.ruvuma.go.tz).

Copy Number	Received by (Name and Title)	Date	Signature

Appendix VI

PLAN AND BUDGET FORM

(For internal use only)

RUVUMA REGIONAL SECRETARIAT



SECTION/UNIT:

FINANCIAL YEAR OF PLAN AND BUDGET:

Objective A: HIV/AIDs Infection Reduced and support services improved

S/N	Item	Time		Responsible	Cost
		Start	End		
	Strategy 1:				
	Target 1:				
1	Activities:				
2					
etc.					

Objective B: Good Governance Practice in the Regional Secretariat Enhanced

S/N	Item	Time		Responsible	Cost
		Start	End		
	Strategy 1:				
	Target 1:				
1	Activities:				
2					
etc.					

Objective C: National anti-corruption strategy and action plan enhanced and sustained

S/N	Item	Time		Responsible	Cost
		Start	End		
	Strategy 1:				
	Target 1:				
1	Activities:				
2					
etc.					

Objective D: Capacity of Ruvuma Regional Secretariat and LGAs in carrying out mandated functions strengthened

S/N	Item	Time		Responsible	Cost
		Start	End		
	Strategy 1:				
	Target 1:				
1	Activities:				
2					
etc.					

Objective E: Financial management in Regional Secretariat and Local Government Authorities improved

S/N	Item	Time		Responsible	Cost
		Start	End		
	Strategy 1:				
	Target 1:				
1	Activities:				
2					
etc.					

Objective F: ICT and e-government in Regional Secretariat and Local Government Authorities improved

S/N	Item	Time		Responsible	Cost
		Start	End		
	Strategy 1:				
	Target 1:				
1	Activities:				
2					
etc.					

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