

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

## SINGIDA DISTRICT COUNCIL

**STRATEGIC PLAN 2021/22-2025/26**

**REVIEWED 2024/25**

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## EXECUTIVE SUMMARY

Singida District Council is one of the 185 councils in Tanzania, established in 1984 under Parliament Act No. 7 of 1982, which pertains to Local Government (District Authorities). This legislation empowers local government authorities (LGAs) to handle various responsibilities, including maintaining law and order, promoting the economic and social welfare of the community, delivering services effectively and equitably, managing the council's revenue appropriately, and engaging citizens in planning and execution of development initiatives.

The renewed strategic plan for Singida District Council outlines a comprehensive framework for planning and budgeting aimed at achieving its vision, mission, and strategic objectives. It identifies key strategic issues the council aims to address through the efficient use of available resources in partnership with development collaborators for sustainable community growth. During the planning process, critical operational challenges were recognized, strategic objectives and service outputs were evaluated, targets were prioritized, and strategies were devised to fulfill the district's vision and mission.

The Mid Review of the Strategic Plan offered Singida District Council a valuable opportunity to pinpoint essential issues that informed the creation of a shared vision and mission. This review involved a collaborative approach, engaging various stakeholders through participatory methods. Additionally, an internal situational analysis was conducted to assess the council's past, present, and future directions for the upcoming five years. The external environment was also analyzed to align the newly developed strategic plan with both global and national policies.

The updated strategic plan considers the Third Five-Year National Development Plan (FYDP III 2021/22-2025/26), the ruling party's manifesto (CCM 2020-2025), various cross-cutting and sectoral policies, as well as Tanzania's Development Vision 2025, the Long-Term Perspective Plan (LTPP- 3FYDP), and the Medium-Term Strategic Planning and Budgeting Manual (2005). It also considers the Sustainable Development Goals (SDGs), which outline specific targets to be met by 2030, along with the African Agenda 2063 and the East Africa Agenda 2050, which define the aspirations for the continent and the region.

To achieve its vision and mission, the newly crafted five-year strategic plan (2021/22-2025/26) incorporates nine nationally harmonized strategic objectives. It sets prioritized targets across key service and result areas, establishing strategies and performance indicators for each division and unit. Finally, the strategic plan includes a framework for monitoring and evaluating its implementation over the next five years.

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## LIST OF ABBREVIATIONS AND ACRONYMS

|          |                                                                 |
|----------|-----------------------------------------------------------------|
| AIDS     | Acquired Immune Deficiency Syndrome                             |
| AMCOS    | Agricultural Marketing Co-operative Societies                   |
| CAG      | Controller and Auditor General                                  |
| CBOs     | Community Based Organizations                                   |
| CCM      | Chama cha Mapinduzi                                             |
| CECAP    | Cervical Cancer Screening                                       |
| CHMT     | Council Health Management Team                                  |
| CHSB     | Council Health Service Board                                    |
| CMT      | Council Management Team                                         |
| DAOS     | District Academic Officer                                       |
| DED      | District Executive Director                                     |
| DEOS     | District Secondary Education Officer                            |
| DPCO     | District Planning Coordination Officer                          |
| FBOs     | Faith Based Organizations                                       |
| FDI      | Foreign Direct Investment                                       |
| FYDPIII  | Five Years Development Plan III                                 |
| GDP      | Gross Domestic Product                                          |
| HIV/AIDS | Human Immune Virus/Acquired Immune Deficiency                   |
| KPI      | Key Performance Indicators                                      |
| LGA      | Local Government Authority                                      |
| LGTI     | The Local Government Training Institute                         |
| LTPP     | Long Term Perspective Plan                                      |
| MSD      | Medical Stores Department                                       |
| MRDT     | Malaria Rapid Diagnostic Test                                   |
| MTEF     | Medium Term Expenditure Framework                               |
| NECTA    | National Education Council of Tanzania                          |
| NGOs     | Non-Governmental Organizations                                  |
| O&OD     | Opportunities and Obstacles to Development                      |
| PLHIV    | People Living with Human Immunodeficiency Virus Infection       |
| PO-RALG  | President's Office-Regional Administration and Local Government |
| PPP      | Private Public Partnership                                      |
| RAS      | Regional Administrative Secretary                               |
| SACCOS   | Savings and Credit Cooperative Society                          |
| SDC      | Singida District Council                                        |
| SLOS     | Statistics and Logistics Officer                                |
| SDGs     | Sustainable Development Goals                                   |
| SP       | Strategic Plan                                                  |
| SWOC     | Strength Weakness Opportunities and Challenges                  |
| TARURA   | Tanzania Rural and Urban Roads Agency                           |
| TASAF    | Tanzania Social Action Funds                                    |
| TZS      | Tanzania Shilling                                               |
| VE       | Village Executive Office                                        |
| WE       | Ward Executive Office                                           |

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## STATEMENT OF THE DISTRICT COUNCIL CHAIRPERSON



It is with great pleasure that I officiate the reviewed Strategic Plan (SP) for Singida District Council, covering the period from 2021/22 to 2025/26. This plan serves as a roadmap for our council over the next five years, aimed at achieving sustainable community development through the delivery of quality, client-centered services and the prudent use of available resources. The Council Management Team (CMT) and dedicated staff have played a crucial role in identifying the key challenges facing the council and formulating strategies to fulfill our vision and mission. This updated strategic plan builds upon the successes of the previous five-year plan (2016/17-2020/21), providing a solid foundation for our future endeavors.

The development of this strategic plan was a collaborative effort that involved a diverse range of stakeholders. I extend my heartfelt gratitude to the Council Management Team, Councilors, community members, and all staff for their invaluable contributions. It is my hope that the engagement demonstrated during the planning phase will continue throughout the implementation of this strategic framework. This plan will serve as a guiding document for crafting the council's Medium Term Expenditure Framework (MTEF) budgets and will be essential for all staff and district stakeholders moving forward.

I would also like to express my sincere appreciation to the experts from the Local Government Training Institute (LGTI) in Dodoma for their professional support throughout the review and development process. Their unwavering commitment has been instrumental in producing this important document, and their efforts will be remembered.

I firmly believe that effective implementation of this strategic plan will enable the people of Singida District and its stakeholders to expect improved service delivery and a conducive investment environment, all aimed at fostering sustainable community development. I assure Councilors, CMT members, staff, and the community that my office will provide unwavering support to ensure the success of this strategic initiative. Therefore, I urge all SDC staff, Councilors, and stakeholders to fully commit to the execution of this five-year strategic plan for 2021/22-2025/26.



**Elia Digha**  
**COUNCIL CHAIRMAN**  
**SINGIDA DISTRICT COUNCIL**

## STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR



The reviewed strategic plan for Singida District Council outlines our vision, mission, core values, and key strategic issues, known as the SDC Flagship projects, for the next five years. It details the primary service areas, strategic objectives, expected outputs, targets, strategies, and Key Performance Indicators (KPIs) that will serve as the foundation for monitoring and evaluating the council's performance. This comprehensive plan is the result of a collaborative effort, involving a diverse range of stakeholders, guided by the close coordination of the Singida District Council Planning Officer and their team.

In developing this strategic plan, we aligned with the broader National Planning Framework, particularly the Third National Five-Year Development Plan (FYDP III 2021/22-2025/26), the ruling party's manifesto (CCM 2020-2025), and various cross-cutting and sectoral policies. Additionally, we integrated global development initiatives such as the Sustainable Development Goals (SDGs 2030), the African Agenda 2063, and the East Africa Vision 2050 into our planning process. This comprehensive approach ensures that our objectives are relevant and aligned with both national and international development priorities.

From 2021/22 to 2025/26, Singida District Council, with the support of our stakeholders, is committed to achieving our vision of becoming “a high quality and reliable socio – economic service provider for sustainable development of its community.” Our mission emphasizes collaboration with development partners “to provide high quality socio – economic services through efficient utilization of resources and adherence to the principles of good governance for sustainable development of the community.”

To implement this strategic plan effectively, we will adhere to the nine nationally agreed strategic objectives. I urge all service areas and stakeholders to actively contribute to realizing the goals outlined in this strategic plan. Lastly, I extend my heartfelt gratitude to everyone involved in revitalizing the SDC strategic plan, especially the District Council Planning and Coordination Officer and the experts from the Local Government Training Institute (LGTI) for their invaluable guidance.

A handwritten signature in blue ink, appearing to read 'Ester Anania Chaula'.

**Ester Anania Chaula**  
**THE DISTRICT EXECUTIVE DIRECTOR**  
**SINGIDA DISTRICT COUNCIL**

## CHAPTER ONE

### INTRODUCTION AND STRATEGIC PLANNING PROCESS

#### 1.1 Background Information

The local government system in Tanzania was established under the constitution of the Republic of Tanzania of 1977 under section 145 and 146. The operationalization of the local government system is pursued through the district council authorities. Singida District Council was established under section 5 was of the Local Government (District Authorities) Act No. 7 of 1982 under the Ministerial establishment order and certification of establishment issued by the clerk of the National Assembly on 31st December 1983.

Singida District Council like any other councils in Tanzania, operates with statutory powers and in line with legislation and regulations enacted by the parliament under the local government act no. 7 of 1982. The council is given wide-range of functions which include: (i) To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, (ii) To promote the social welfare and economic well-being of all persons within its area of jurisdiction; (iii) Subject to the national policy and plans for the rural and urban development and to further the social and economic development of its area of jurisdiction.

#### 1.2 Geographical Location and Boundaries

Singida District Council is located below the equator between latitudes 3o and 7o. Longitudinally the District is situated between 33o and 35o east of Greenwich. To the north, it shares borders with Iramba District Council; on the northeast borders it shares with Hanang and Singida District Councils. To the southeast it shares borders with Chemba District Council and to the south it shares borders with Ikungi District Council.

#### 1.3 Climate, Soil and Topography

##### 3.1.1 Climate

Regarding climate there are two key features which are temperature and rainfall. The district forms part of the semi-arid which experiences low rainfall and short rainy seasons throughout the year. The average rainfall ranges from 600mm to 700mm per annum with high geographical, seasonal and annual variation. There are two rather well-defined seasons, the short rainy season during the months of December to March or sometimes goes to April and the long dry season from April to November.

The temperatures in the district vary according to altitude but generally range from about 15oC in July to 30oC during the month of October. Moreover, temperature differences are observed between day and night and may be very high with hot afternoons going up to average of 35oC and chilly nights going down up to average 10oC.

Winds follow a monsoonal pattern being north-easterly during the months of November to March and South-easterly for the rest of the year (dry season). In May to October, the winds are usually

dry and contribute to the semi-aridity of the district. The fact that maximum wind velocities coincide with the period of greatest water deficiency underlines the climatic impact of these winds on moisture losses and hence desertification.

### 3.1.2 Soil

Within the District, there are two major superficial geological deposits. These are the alluvium, comprising sandy soil and clay scattered throughout the district. The central parts of these alluvial deposits commonly have a surface layer of black soil or “Mbuga”. This clay is of high plasticity, having marked shrink/swell characteristics in response to changes in moisture content. Bordering the “Mbuga” are sandy colluvial or slope wash materials formed from the surrounding basement rocks. Concretionary banded limestone and less frequently silica are often developed below shallow “mbuga”. The second deposit is of the Cenozoic consisting of cemented sand, laterite and sandstone occupying only a very small proportion of the region.

## 1.4 Land Area

Singida District Council covers a total area of about 6,053 square kms. Agricultural land covers 4,031.8 km<sup>2</sup>, Grazing land is 1,423.2 km<sup>2</sup>, Forests and shrubs cover 517 km<sup>2</sup>, Water in the form of lakes, dams and rivers totals 77 km<sup>2</sup>. The rest is either mining sites, hills or rocks covering 4 km<sup>2</sup> as described in Figure 1.1.

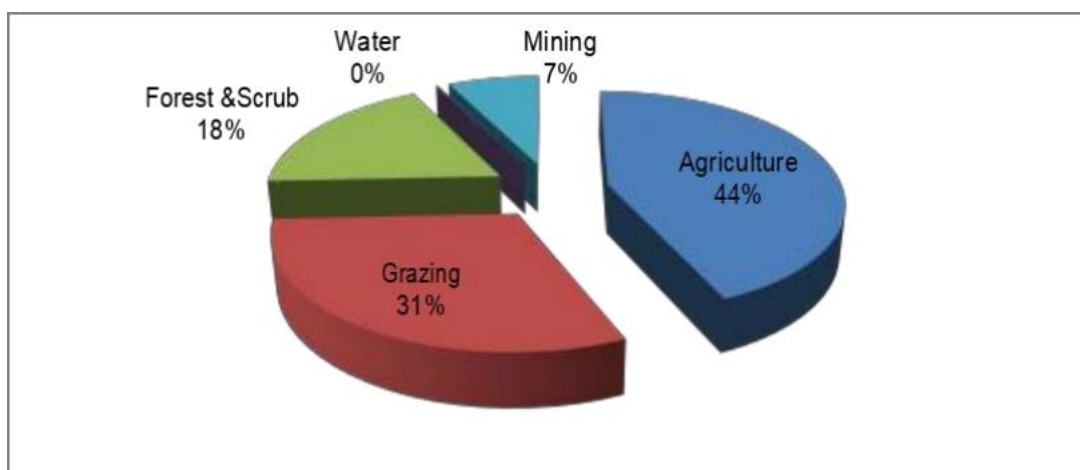


Figure 1.1: Distribution of the total area of Singida DC

## 1.5 Administrative Units

The Council has one parliamentary constituent namely, North Singida and it is divided into three divisions namely, Mgori, Ilongero and Mtinko. It is further sub divided into 21 wards, 84 villages and 433 hamlets. Table 1.1 shows the number of divisions, wards, villages and hamlets within a Singida District Council.

**Table 1.1: Land area and administrative units by Singida District Council, 2021**

| District                 | Area Sq. Kms. | Divisions | Wards | Villages | Hamlets |
|--------------------------|---------------|-----------|-------|----------|---------|
| Singida District Council | 6,053         | 3         | 21    | 84       | 433     |

**Source: Singida District Council Reports, 2015**

## 1.6 Ethnic groups

The main indigenous ethnic groups found in the district council are Nyaturu, Sukuma, Taturu, Barbaig, Hadzabe and Kimbu. The ones who form significant minorities are the Barbaig, Hadzabe, and Kimbu. The Nyaturu people form the major ethnic group within the district compared from other tribes. The Hadzabe (Tindiga) people, mostly found within the district form a group of special interest, whereby their major socio-economic activities depend on hunting and collection of wild plants and honey. The Barbaig, found in the district have advanced from living on herding and collecting honey and are now growers of maize, beans and sweet potatoes.

## 1.7 Economic activities

The major economic activities in the district are farming and livestock keeping which take about 85%. Other activities include fishing, small businesses, Mining and processing industry which cover about 15%. Both food and cash crops are grown in the district. Food crops include maize, sorghum, millets, beans, cassava and sweet potatoes. Cash crops include sunflower, onions, groundnuts, finger millet, yellow peas, coriander, sesame, cotton and other newly introduced crops like pigeon peas and cashew nuts.

## 1.8 Population size and growth

Singida District Council has experienced a significant growth of population. Table 3 shows that the District council had 243,743 people projected in 2018 compared to 225,521 inhabitants counted in the 2012 Population Census

**Table 1.2: Population size and growth by Singida District Council; 2012 and 2022 Censuses**

| Gender | Population |         |
|--------|------------|---------|
|        | 2012       | 2022    |
| Male   | 111,772    | 128,176 |
| Female | 113,749    | 133,408 |
| Total  | 225,521    | 261,584 |

**Source: Census 2022**

## 1.9 Mandates

Singida District is one among of 185 Councils in Tanzania established under the Local Government (Rural Authorities) Act No. 7 of 1982 and its subsequent amendment which aimed at strengthening and promoting the local government system through Decentralization by Devolution (D by D). The Act provides mandate such as:

- i. Maintain and facilitate the maintenance of peace, order and good governance within its



- area of jurisdiction
- ii. Promote the social welfare and economic wellbeing of all people within its area of jurisdiction
- iii. Further the social and economic development of the people
- iv. Take necessary measures to promote and enhance the environment in order to ensure sustainable development
- v. Give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services at all levels of SDC
- vi. Promote and ensure democratic participation in decision making by people concerned
- vii. Establish and maintain reliable sources of revenue and other sources enabling SDC to perform its functions effectively and enhance financial accountability of SDC.

### 1.10 Singida DC Strategic Planning Methodology

The Singida District Strategic Plan was developed through a comprehensive participatory approach aimed at addressing community development needs and integrating these insights into the revised five- year strategic plan for 2021/22-2025/26. Two key groups played a crucial role in this process: the heads of SDC divisions and units, and a representative group from the community, including councilors. The former group, comprising technical experts, focused on assessing the current sectoral conditions of SDC and formulating suitable vision, mission, core values, and targets that align with both strategic objectives and community needs. The latter group was chosen as essential stakeholders to identify the community's most urgent issues that require strategic attention in the upcoming plan.

To facilitate the planning process, a three-day workshop was organized. The first two days involved the heads of divisions and units, who participated in training on the strategic planning process and clarified their respective roles in the review and preparation phases. The primary goal of this training was to enhance understanding of strategic planning while equipping participants with skills to transform community challenges into strategic targets. A subsequent workshop included community representatives and division heads, ensuring that stakeholders were well-informed about the meeting's purpose and their contributions. Participants were encouraged to express genuine community concerns by sector, with division heads and the secretariat documenting these issues to develop targeted interventions.

In a collaborative manner, the strategic plan also incorporated external influences, aligning with the government's aspirations outlined in Vision 2025 and the current CCM party manifesto (2020-2025). Additionally, it considered the Tanzania National Third Five-Year Development Plan (2021/22-2025/26), various national policies, and sectoral frameworks, including the Medium-Term Strategic Planning and Budgeting Manual. The review process further integrated global agendas such as the Sustainable Development Goals (SDGs) for 2030, as well as the African Agenda 2063 and the East Africa Vision 2050.

### 1.11 Singida DC Strategic Plan Layout

The strategic plan for the SDC is divided into four chapters where Chapter One presents background information; the mandate, and function of the WDC; the purpose of the plan, the approach, and the methodology. Chapter Two provides information on situation analysis that entail the performance review and SWOC analysis; analysis of recent initiatives; linkage between SDC's agency and national and international frameworks; and analysis of critical issues. Chapter Three presents the strategic direction in which the vision, mission, strategic objectives, strategies, targets, and Key Performance Indicators have been presented through the strategic plan matrix; and Chapter Four describes the resulting framework, monitoring plan, rapid appraisal, evaluation plan, review plan, internal and external reporting plan.



## CHAPTER TWO

### SITUATIONAL ANALYSIS OF SINGIDA DISTRICT COUNCIL

#### 2.1 Introduction

This chapter outlines the situational analysis of Singida District Council (SDC), serving as a foundation for the strategic planning process by providing an overview of the council's current circumstances. The analysis was conducted in a participatory manner, focusing on both the internal and external environments. The internal assessment aimed to identify the status and specific challenges faced by each division and unit, ensuring that these insights are incorporated into the council's strategic plan for the next five years.

In parallel, the external environment was scrutinized to align with national aspirations as articulated in the National Five-Year Development Plan (FYDP-III) for 2021/22 to 2025/26, which serves as the third phase of the Long-Term Perspective Plan (LTPP) and supports the Tanzania Development Vision 2025. This analysis also considered the goals outlined in the ruling party's manifesto for 2020-2025, along with various cross-cutting and sectoral policies. Additionally, global frameworks such as the UN Sustainable Development Goals (SDGs) for 2015-2030, the Africa Agenda 2063, and the East African Vision 2050, were integrated into the strategic planning process.

A SWOC analysis was conducted to highlight SDC's strengths and identify opportunities that could effectively address weaknesses and challenges. Finally, a stakeholder analysis was carried out to gauge the perspectives of various institutions and individuals regarding the potential success or failure of the SDC's strategic plan over the next five years. This comprehensive situational analysis provided crucial insights for informed decision-making and strategic direction.

#### 2.2 Internal Environment Analysis

##### 2.2.1 Administration and Human Resources Management Division

Administration and Human Resources Management division is one of the 9 division and 11 units in Singida District Council. Its core functions include:

- i. Interpret Public Service Regulations; Standing Orders and other Labor laws;
- ii. Oversee the implementation of ethics and value promotion activities including corruption prevention education.
- iii. Administer and oversee implementation of activities such as recruitment, selection, orientation, training and employee development, promotion, discipline, retention, motivation, performance management and general staff welfare;
- iv. Ensure optimal, efficient and effective management and utilization of human resource;
- v. Coordinate Workers Council and Trade Union affairs;
- vi. Oversee the development and implementation of effective policies, procedures and guidelines for recruitment, training and development, deployment, retention of staff, promotions, performance management;

- vii. Conduct regular human resources audit and inventory of current and needed skills;
- viii. Provide registry, messengerial and courier services; and manage Office records;
- ix. Handle protocol matters;
- x. Facilitate provision of security services, transport and general utilities;
- xi. Facilitate maintenance of Office equipment, buildings and grounds;
- xii. Coordinate implementation of ethics and value promotion activities;
- xiii. Coordinate implementation of diversity issues;
- xiv. Coordinate implementation of Private Sector Participation, Business Process Improvement and Client Service Charter; and
- xv. Provide advice on organizational efficiency of the Office.
- xvi. Coordinate election activities in Council; and
- xvii. To supervise General and LGAs elections.

#### 2.2.1.1 Singida District Council staffing level

Singida District Council has 9 division 11 units, 21 wards, 84 villages ,435 hamlets and has a total of 2,024 employees as illustrated in Table 2.1.

**Table 2.1: SDC Staffing Establishment Level in Divisions and Units**

| NA  | Division/Unit                                          | Required staff | Existing staff | Shortage |
|-----|--------------------------------------------------------|----------------|----------------|----------|
| 1.  | Administration and Human Resource Management Division  | 82             | 38             | 44       |
| 1.1 | Ward Executive (WE)                                    | 21             | 21             | 0        |
| 1.2 | Village Executive (VE)                                 | 84             | 84             | 0        |
| 2   | Pre-Primary and Primary Education Division             | 1,785          | 940            | 845      |
| 3   | Secondary Education Division                           | 563            | 466            | 97       |
| 4   | Health, Social Welfare and Nutrition Services Division | 761            | 361            | 400      |
| 5   | Infrastructure, Rural and Urban Development Division   | 14             | 6              | 8        |
| 6   | Community Development Division                         | 50             | 29             | 21       |
| 7   | Agriculture, Livestock and Fisheries Division          | 110            | 44             | 66       |
| 8   | Planning and Coordination Division                     | 11             | 4              | 7        |
| 9   | Industry, Trade and Investment Division                | 4              | 2              | 2        |
| 10  | Natural Resources and Environment Conservation Unit    | 15             | 3              | 12       |
| 11  | Finance and Accounts Unit                              | 12             | 7              | 5        |
| 12  | Waste Management and Sanitation Unit                   | 4              | 2              | 2        |
| 13  | Internal Audit Unit                                    | 3              | 3              | 0        |
| 14  | Information Communication Technology Unit              | 7              | 6              | 1        |
| 15  | Legal Services Unit                                    | 2              | 2              | 0        |
| 16  | Procurement Management Unit                            | 5              | 4              | 1        |
| 17  | Sports, Culture and Arts Unit                          | 2              | 0              | 2        |
| 18  | Government Communication Unit                          | 2              | 2              | 0        |
|     | Total                                                  | 3,539          | 2,024          | 1,515    |

**Source: SDC Administration and Human Resource Management Division (2023).**

### 2.2.2 Planning and Coordination Division

Planning and Coordination Division is one of the 9 divisions Singida District Council. The core functions of Planning and Coordination Division include;

- i. Prepare mid- and long-term strategies, plans and budget;
- ii. Monitor and evaluate implementation of strategies, plans and budget;
- iii. Prepare and review LGA's economic profile;
- iv. Coordinate implementation of private sector participation;
- v. Coordinate data collection, analysis, interpretation and Storage to LGAs;
- vi. Provide technical advice on monitoring and evaluation processes;
- vii. Coordinate Council Disaster Management; and
- viii. Coordinate LGA's activities implemented by other institutions such as land and water.
- ix. Planning and Coordination Division consists of two sections namely; planning and budgeting section as well as Monitoring and evaluation section.

#### A. Planning and Budgeting Section

The Planning and Budgeting Section being one among of the two sections under Planning and Coordination Division is charged with the following functions;

- i. Coordinate implementation of economic and productive sectors policies;
- ii. Interpret and disseminate policies of Central and Sector Ministries with LGA;
- iii. Coordinate mid-year and annual performance reviews;
- iv. Coordinate formulation and preparation of LGA plans and budgets;
- v. Compile reports regarding projects, programs and action plans and develop strategies for resource mobilization;
- vi. Provide technical guidance and support for institutionalization of strategic planning and budgeting process within LGA; and
- vii. Coordinate preparation of reports on the implementation of Ruling Party Manifesto.

#### B. Monitoring and Evaluation Section

The Monitoring and Evaluation Section being one among of the two sections under Planning and Coordination Division is charged with the following functions;

- i. Monitor and evaluate implementation of LGA plans;
- ii. Prepare periodic performance reports;
- iii. Provide inputs in preparation of plans, programs and budgetary activities including establishment of performance targets and indicators;
- iv. Provide technical advice including institutionalization of Monitoring and Evaluation process;
- v. Undertake impact studies on plans, projects and programs undertaken by LGA;
- vi. Coordinate production of routine data and statistics across all sectors;
- vii. Collaborate with NBS in data collection, data coding/entry, analysis and interpretation;
- viii. Coordinate preparation and dissemination of socio-economic profiles;
- ix. Develop and design data collection instruments;
- x. Coordinate production of routine data and statistics across all sectors;

- xi. Coordinate preparation and dissemination of socio-economic profiles;
- xii. Develop and design data collection instruments;
- xiii. Collaborate with NBS in data collection, data coding/entry, analysis and interpretation;
- xiv. Provide statistical backstopping support during planning and budget preparation;
- xv. Provide statistical backstopping support during planning and budget preparation; and
- xvi. Coordinate implementation of performance contracting; and Undertake service delivery surveys.

#### **2.2.2.1 Singida District Council Budget Trend for FY 2018/19 – 2020/21**

Singida District Council is financing its activities from different sources. The main funding is sourced from Government subvention, Own source revenue and Development partners. The Budget trend for from the year 2018/19 to 2020/21 is depicted in Table 2.2.

**Table 2.2: SDC budget trend for the year 2018/19-2020/21**

| Year    | Category               | Own source       | Other charges grant | Personnel Emolument grant | Central GVT Dev grant | Dev Partner Grant | Total                    |
|---------|------------------------|------------------|---------------------|---------------------------|-----------------------|-------------------|--------------------------|
| 2018/19 | <b>Budget</b>          | 1,370,377,500.00 | 1,719,036,077.55    | 17,054,951,912.00         | 4,089,830,000.76      | 6,585,957,124     | <b>30,820,152,614.31</b> |
|         | <b>Actual Receipts</b> | 1,140,174,463.23 | 840,257,934.08      | 14,506,227,600.00         | 4,087,830,000.76      | 5,299,240,978     | <b>25,873,730,976.07</b> |
|         | <b>Percentage</b>      | 83               | 49                  | 85                        | 100                   | 80                | <b>84</b>                |
| 2019/20 | <b>Budget</b>          | 1,371,977,500.00 | 985,086,000.00      | 23,937,897,971.52         | 2,328,212,770.00      | 3,685,003,654.00  | <b>32,308,177,895.52</b> |
|         | <b>Actual Receipts</b> | 1,154,100,521.40 | 689,569,000.00      | 14,906,244,670.00         | 1,876,117,809.89      | 3,398,239,940.00  | <b>22,024,271,941.29</b> |
|         | <b>Percentage</b>      | 84               | 70                  | 62                        | 81                    | 92                | <b>68</b>                |
| 2020/21 | <b>Budget</b>          | 1,578,000,000.00 | 1,105,550,000.00    | 24,438,439,769.00         | 4,044,866,346.65      | 5,187,441,844.00  | <b>36,354,297,959.65</b> |
|         | <b>Actual Receipts</b> | 1,341,152,456.53 | 920,067,500         | 14,884,900,920.00         | 3,476,421,996.06      | 3,450,268,551.20  | <b>24,072,811,423.79</b> |
|         | <b>Percentage</b>      | 85               | 83                  | 61                        | 86                    | 67                | <b>66</b>                |

*Source: SDC Planning and Coordination Division, (2021).*

### 2.2.3 Industry, Trade and Investment Division

The Singida DC Industry, Trade and Investment Division one of the nine divisions established in 2022. The division was established following harmonization of functions that were previously performed under Finance and Trade Department. Industry, Trade and Investment Division has the following core functions;

- i. Coordinate implementation of policies, laws, regulations and procedures related to industry, trade, marketing and investment;
- ii. Promote industrial, trade, marketing and investments in the Council;
- iii. Plan for and develop industrial sites and parks in collaboration with other key players;
- iv. Plan incentives for industrial, trade, marketing and investment promotion;
- v. Promote advancement of Small and Medium Enterprises (SMEs);
- vi. Develop investment proposals and projects;
- vii. Advance measures for private sector development;
- viii. Establish and manage database for industrial, trade, marketing and investments;
- ix. Oversee management of one stop business centers;
- x. Undertake research on investment promotion;
- xi. Coordinate business forum;
- xii. Administer auctions and markets activities in the Council;
- xiii. Implement Business Development Strategy for small vendors and small business providers; and
- xiv. Provide conducive Business and investment Environment to promote Business and Investment.

The SDC Industry, Trade and Investment Division is made up by two sections namely Industry Development and Investment Section as well as Trade and Marketing Section.

#### Industry

##### **A. Development and Investment Section**

The Industry Development and Investment Section being one among of the two sections under Industry, Trade and Investment Division perform the following core functions;

Coordinate implementation of policies, laws, regulations and procedures on industry and investment sectors;

- i. Promote and coordinate implementation of Public Private Partnership;
- ii. Allocate, develop and monitor industrial sites and parks;
- iii. Provide advice on improvement of Industrial policies and coordinate sector meetings;
- iv. Promote production of various raw materials for industrial use;
- v. Prepare and maintain registers of industries and investments;
- vi. Plan and estimate tariffs for small industries;
- vii. Develop and review investment profile;
- viii. Promote private sector investments;
- ix. Coordinate and provide advice to investors; and
- x. Create conducive environment for investment.

## B. Trade and Marketing Section

The Trade and Marketing Section being one among of the two sections under Industry, Trade and Investment Division perform the following core functions;

- i. Supervise implementation of trade and marketing policies, laws, rules and regulations;
- ii. Provide entrepreneurial skills to business community;
- iii. Coordinate and provide advice on trade registration activities;
- iv. Analyze trade and marketing reports and advice accordingly;
- v. Coordinate District Business Council forum;
- vi. Promote public private sector partnerships;
- vii. Administer auctions and markets activities in the Council; and
- viii. Collect and distribute marketing information of goods and services to interested parties;
- ix. Implement Business Development Strategy for small vendors and small business providers.
- x. Provide conducive Business Environment.
- xi. Also, Singida District Council has planned a total 42,527.96 acres for investors to invest due to presences of various opportunities. Table below shows location of areas for investment.

Also, Singida District Council has planned a total 42,527.96 acres for investors to invest due to presences of various opportunities. Table below shows location of areas for investment as indicated in Table 2.3

**Table 2.3: Total Area in acres for investment**

| S/N          | Ward     | Village     | Area in Hectare | Invested | Uninvested |
|--------------|----------|-------------|-----------------|----------|------------|
| 1            | Msisi    | Nkwae       | 65.84           | 0        | 65.84      |
| 2            | Msisi    | Mnung'una   | 12              | 0        | 12         |
| 3            | Mughamo  | Msikii      | 240             | 0        | 240        |
| 4            | Mughamo  | Mughamo     | 400             | 0        | 400        |
| 5            | Kinyeto  | Kinyeto     | 12              | 0        | 12         |
| 6            | Mgori    | Mgori       | 39,361          | 1        | 39,360     |
| 7            | Ilongero | Madamigha   | 4.8             | 0        | 4.8        |
| 8            | Merya    | Kinyamwambo | 28              | 0        | 28         |
| 9            | Itaja    | Sagara      | 2100            | 2000     | 100        |
| 10           | Itaja    | Itaja       | 3.2             | 0        | 3.2        |
| 11           | Mtinko   | Mpambaa     | 301.12          | 290      | 11.12      |
| <b>Total</b> |          |             | 42,527.96       | 2290     | 40,327.96  |

**Source: Finance and Trade Report, (2021).**

Also, SDC through Industry, Trade and Investment Division currently has recorded a total number of 1077 businesses as expressed in Table 2.4.

**Table 2.4: Number of businesses established in the Council**

| S/N | Business Category                         | Number of Businesses |
|-----|-------------------------------------------|----------------------|
| 1   | General Trading                           | 585                  |
| 2   | Liquor Outlets / Retailer off (Groceries) | 57                   |
| 3   | Non-Tourists Business Hotel               | 18                   |



|   |                                                            |              |
|---|------------------------------------------------------------|--------------|
| 4 | Selling Spare parts                                        | 43           |
| 5 | Specified Professions                                      | 4            |
| 6 | Any other business not of National or International Nature | 274          |
| 7 | Building Contractors                                       | 3            |
| 8 | General Merchandizing                                      | 171          |
|   | <b>Total</b>                                               | <b>1,155</b> |

**Source: SDC Finance & Trade Report (2021).**

Also, SDC through Industry, Trade and Investment Division currently had recorded a total number of 351 small and medium industries as expressed in table below.

**Table 2.5: Number of small and medium industries**

| S/N | Type of industry              | Number of industries |
|-----|-------------------------------|----------------------|
| 1   | Oil milling firms             | 68                   |
| 2   | Bricks making                 | 3                    |
| 3   | Workshops and garages         | 68                   |
| 4   | Animal processing             | 2                    |
| 5   | Tailoring marts               | 2                    |
| 6   | Horticulture processing plant | 1                    |
| 7   | Mineral extraction plants     | 2                    |
| 8   | Wood carving and processing   | 9                    |
| 9   | Flour milling firms           | 196                  |
|     | <b>Total</b>                  | <b>351</b>           |

**Source: SDC Finance & Trade Report (2021).**

#### **2.2.4 Community Development Division**

Community Development Division is one of the 9 divisions of SDC established in 2022 following amendment of the former department known Community Development, Social Welfare and Youth Development Department. Similarly, some functions were transferred to the newly established unit Sports Culture and Arts Unit. The core functions of the Community Development Division include;

- i. Analyze, interpret and supervise implementation of policies, laws and procedures related to community development;
- ii. Facilitate communities to initiate, plan, implement and evaluate their own programs and projects;
- iii. Prepare short- and long-term plans and projects in community development at LGA level;
- iv. Conduct research and recommend on how to deal with various problems of development that uphold community development in collaboration with the Ministry responsible with community development and other stakeholders;
- v. Regulate and supervise operations of Microfinance services providers tier four under directives of Bank of Tanzania (BOT);
- vi. Coordinate and manage economic development activities for women, children and persons with disabilities;
- vii. with disabilities;

- viii. Coordinate provision of training on poverty alleviation, AIDS, drugs and gender equality;
- ix. Coordinate and monitor NGOs and CBOs activities in community development; and
- x. Coordinate and manage community development activities in LGA.

Community Development Division is made up by two sections namely, Cross-cutting Issues Coordination Section as well as NGOs and CBOs Coordination Section.

#### **A. Cross-Cutting Issues Coordination Section**

The Cross-Cutting Issues Coordination Section being one among of the two sections under Community

- i. Development Division it's responsible with the following functions;
- ii. Analyze, interpret and supervise implementation of policies, laws and procedures related to community development;
- iii. Supervise the implementation of plans and projects for Community Development;
- iv. Prepare short and long-term plans and projects for Community Development;
- v. Conduct research and recommend on dealing with various development problems;
- vi. Coordinate and manage the development of women and children; and persons with disabilities;
- vii. Coordinate and provide training methods, help liberate society from poverty, AIDS, drugs and advocating gender equality;
- viii. Promote community participation and volunteerism in development project/program;
- ix. Coordinate and participate on awareness creation concerning community participation in community development;
- x. Coordinate and participate on community sensitization concerning participation on planning, decision making, implementation and evaluation of multispectral projects; and
- xi. Undertake research on community development issues which hinder factors on community development.

#### **B. NGOs and CBOs Coordination Section**

The NGOs and CBOs Coordination Section being one among of the two sections under Community Development Division its responsible with the following functions;

- i. Coordinate registration of NGOs and CBOs and monitor their activities in social
- ii. development;
- iii. Coordinate provision of citizenship education in the community;
- iv. Establish and maintain partnerships with organizations, institutions inside and outside the Country dealing with the promotion of community development activities through the Ministry responsible for community development;
- v. Coordinate and manage all projects related to social community development;
- vi. Manage implementation of all agreements relating to community development;
- vii. Prepare regular reports on Community Development; and
- viii. Regulate and supervise operations of Microfinance services providers' tier four (4) under directives of BOT.

#### 2.2.4.1 Community Development status

The SINGIDA DC Community Development department advocates formation of Non-State Organizations to work within the council for the purpose of economic empowerment of the people. So far, the department works with twenty-nine (29) NGOs, one (01) FBOs, one (01) CBOs, and two (02) VSLA.

**Table 2.6: SDC Composition of Non-State Actors**

| No | Name         | Total     |
|----|--------------|-----------|
| 1  | NGOs         | 29        |
| 2  | FBOs         | 01        |
| 3  | CBOs         | 01        |
| 4  | VSLA         | 02        |
|    | <b>Total</b> | <b>33</b> |

*Source: SDC Community Development Division, (2021)*

#### 2.2.4.2 Gender Desk

The SINGIDA District Council economic empowerment desk has been providing loans since the year of 2016 and up to 2021, using Women Development Fund. Up now total TZS 80,900,000/= has been provided to 64 women economic groups. This fund is generated from 10% of total collection of own sources and from Ministry of Health, Community Development, elderly, disabled and Children. The aim is to improve women from marginalized state of economic life, as well as to improve their standard of living.

**Table 2.7: SDC Empowered Women Economic Groups**

| Year         | Amount            | Number of Groups |
|--------------|-------------------|------------------|
| 2016/2017    | 00                | 00               |
| 2017/2018    | 00                | 00               |
| 2018/2019    | 27,200,000        | 18               |
| 2019/2020    | 22,600,000        | 12               |
| 2020/2021    | 31,100,000        | 34               |
| <b>Total</b> | <b>80,900,000</b> | <b>64</b>        |

*Source: SDC Community Development Division, (2022)*

#### 2.2.4.3 Youth

Youth Development Fund, Total TZS 65,903,000/= has been provided to 40 Youth economic groups. This fund is generated from 10% of total collection of own sources, this had the aim to improve youth from marginalized state of economic life, as the result to improve their standard life.

**Table 2.8: SDC Empowered Youth Economic Groups**

| Year         | Source     | Number of Youth Group | Total Amount Received |
|--------------|------------|-----------------------|-----------------------|
| 2016/2017    | Own Source | 00                    | 00                    |
| 2017/2018    | Own Source | 00                    | 00                    |
| 2018/2019    | Own Source | 14                    | 22,300,000            |
| 2019/2020    | Own Source | 04                    | 8,000,000             |
| 2020/2021    | Own Source | 22                    | 35,603,000            |
| <b>Total</b> |            | <b>40</b>             | <b>65,903,000</b>     |

*Source: SDC Community Development Department, (2022)*

#### 2.2.4.4 People with Disability

People with Disability Development Fund, Total TZS 11,566,518/= has been provided to 08 People with Disability economic groups. This fund is generated from 10% of total collection of own sources, this had the aim to improve People with Disability from marginalized state of economic life, as the result to improve their standard life.

**Table 2.9: SDC Empowered People with Disability Economic Groups**

| Year      | Source     | Number of Group | Total Amount Received |
|-----------|------------|-----------------|-----------------------|
| 2016/2017 | Own Source | 00              | 00                    |
| 2017/2018 | Own Source | 00              | 00                    |
| 2018/2019 | Own Source | 03              | 2,500,000             |
| 2019/2020 | Own Source | 03              | 6,066,518             |
| 2020/2021 | Own Source | 02              | 2,500,000             |
|           | Total      | 08              | 11,566,518            |

**Source: SDC Community Development Department, (2022)**

#### 2.2.4.5 HIV and AIDS

The Division has been providing education for PLHIV groups to establish income generating activities (IGA) including beekeeping, horticulture farming and tree nurseries.

**Table 2.10: SDC PLHIV Group Provide Education**

| Source  | Name                     | Activities |
|---------|--------------------------|------------|
| SIRUPHA | Waviu- Ilongero          | Cows       |
|         | Mshikamano - Mtinko      | VICOBA     |
|         | Tumaini Vijana - Ughandi | Chicken    |
|         | Upendo - Msisi           | Beekeepers |
|         | Mkombozi - _Msisi        | Toilaling  |
|         | Upendo - Ughandi         | Cows       |
|         | Faraja - Msange          | VICOBA     |
|         | Upondonako -Mgori        | Chicken    |

**Source: SDC Community Development Department, (2022)**

#### 2.2.5 Health, Social Welfare and Nutrition Services Division

The Singida DC Health, Social Welfare and Nutrition Services Division forms one among of the nine divisions established in 2022. The division was established following harmonization of functions that were previously performed under two departments namely Health Department and Community Development, Social Welfare and Youth Development Department. The Health, Social Welfare and Nutrition Services Division have the following core functions;

- Supervise implementation of policies, laws and procedures on provision of health, social welfare and nutrition services;
- Prepare short- and long-term plans and programs for health sector in the Council;
- Promote participation of various players in health, social welfare and nutrition activities;
- Prepare and submit reports on health, social welfare and nutrition services to relevant

- authorities;
- v. Develop strategies for control of communicable and non-communicable diseases;
- vi. Manage health, social welfare and nutrition projects; and
- vii. Manage database of for health, social welfare and nutrition services related matters.

The SDC Health, Social Welfare and Nutrition Services Division is made up by three sections namely Health Services Section, Social Welfare Section and Nutrition Services Section.

#### **A. Health Services Section**

The Health Services Section under Health, Social Welfare and Nutrition Services Division is charged with the following core functions;

- i. Analyze, interpret and supervise implementation of Policy, Laws, and Procedures of health services;
- ii. Advise on coordination and building capacity on health services;
- iii. Prepare short- and long-term plans and programs for health services;
- iv. Provide technical advice to stakeholders on health services issues; and
- v. Conduct epidemiology monitoring and evaluation, prevention of non-communicable, communicable and emerging diseases in all facilities, communities and point of entries

#### **B. Social Welfare Section**

The Social Welfare Section being one among of the sections under Health, Social Welfare and Nutrition Services Division performs the following core functions;

- i. Analyze, interpret and manage the implementation of policies, laws and procedures of the social welfare improvement;
- ii. Prepare short- and long-term plans and projects for Social Welfare;
- iii. Supervise implementation of plans and projects for social welfare;
- iv. Coordinate and manage all projects related to Social Welfare; and
- v. Prepare reports related to social welfare.

#### **C. Nutrition Services Section**

Nutrition Service Section forms one among of the three sections charged under Health, Social Welfare and Nutrition Services Division its core functions include;

- i. Analyze, interpret and manage the implementation of policies, laws and procedures of the nutrition improvement;
- ii. Prepare short- and long-term plans and projects for nutrition;
- iii. Supervise implementation of plans and projects for nutrition;
- iv. Coordinate and manage all projects related to nutrition;
- v. Prepare reports related to social nutrition;
- vi. Sensitize community on nutrition issues;
- vii. Monitor and evaluate provision of nutrition services in the Council;
- viii. Collect and analyze nutrition services reports; and
- ix. Provide nutrition services to children, adults and persons with special needs.

### 2.2.5.1 Health Facilities in the Council

The Health, Social Welfare and Nutrition Services Division have 35 health facilities whereby 1 faith-based hospital, 3 government health centers and 31 Dispensaries (29 government and 2-faith based). However, the construction of District Hospital is going on.

According to the National policy, each village must have 1 dispensary, each ward must have 1 health center, and a district must have 1 hospital. However, the council has a total of 84 villages whereby only 31 villages have dispensaries while 53 villages are missing dispensaries. Moreover, there are 21 wards in the council out of which only 3 wards have health centers making deficit of 18 health centers. The council has started to rehabilitate 2 Health centers to strength caesarian session in 2018/2019 financial year. Table 2.11 and 2.12 respectively, depicts in detail.

**Table 2.11: SDC Health facilities and type of ownership**

| Type of health facilities | Number of health facility by type of ownership |     |         |            |       |
|---------------------------|------------------------------------------------|-----|---------|------------|-------|
|                           | Government                                     | FBO | Private | Parastatal | Total |
| Hospital                  | 0                                              | 1   | 0       | 0          | 1     |
| Health Centre             | 3                                              | 0   | 0       | 0          | 3     |
| Dispensary                | 29                                             | 2   | 0       | 0          | 31    |
| Total                     | 32                                             | 3   | 0       | 0          | 35    |

Source: SDC DMOs Office (2021)

**Table 2.12: SDC Existing Health Facilities**

| Type           | Requirement | Available | Deficit |
|----------------|-------------|-----------|---------|
| Dispensary     | 84          | 31        | 53      |
| Health Centre  | 18          | 3         | 15      |
| Hospital (DDH) | 2           | 1         | 1       |
| Total          | 104         | 35        | 69      |

Source: SDC DMOs Office (2021).

### 2.2.5.2 Singida DC Major Epidemic Diseases

SDC is critically affected by top ten epidemic diseases that threaten the community of different ages in the area as shown in Table 2.13.

**Table 2.13: SDC OPD Top Ten Diseases/Diagnosis in the Council as per Outpatient attendance register**

| S/N | Diagnosis                    | < 5 years |      |       |                | Diagnosis                    | 5+ years |       |        |                |
|-----|------------------------------|-----------|------|-------|----------------|------------------------------|----------|-------|--------|----------------|
|     |                              | M         | F    | Total | % of OPD Cases |                              | M        | F     | Total  | % of OPD cases |
| 1   | Upper Respiratory Infections | 4267      | 5876 | 10143 | 16.99%         | Upper Respiratory Infections | 10345    | 11367 | 21,712 | 21.72%         |
| 2   | Diarrhea                     | 4125      | 5770 | 9895  | 16.57%         | Diarrhea With No Dehydration | 5643     | 6952  | 12,595 | 12.60%         |

|    |                                 |        |        |           |        |                               |        |        |        |        |
|----|---------------------------------|--------|--------|-----------|--------|-------------------------------|--------|--------|--------|--------|
| 3  | Pneumonia , Severe & Non Severe | 4030   | 5754   | 9784      | 16.38% | Pneumonia Severe & Non Severe | 4532   | 5897   | 10,429 | 10.43% |
| 4  | Intestinal Worms                | 3129   | 5042   | 8171      | 13.68% | Intestinal Worms              | 4082   | 5780   | 9,862  | 9.87%  |
| 5  | Skin infections                 | 1256   | 4587   | 5843      | 9.78%  | Skin Infections               | 4068   | 5642   | 9,710  | 9.71%  |
| 6  | Eye Conditions                  | 1034   | 4067   | 5101      | 8.54%  | Eye Conditions                | 4020   | 5540   | 9,560  | 9.56%  |
| 7  | Emergency Surgical Condition    | 670    | 3408   | 4078      | 6.83%  | Emergency Surgical Conditions | 4015   | 5521   | 9,536  | 9.54%  |
| 8  | Other Diagnosis                 | 512    | 3001   | 3513      | 5.88%  | Other Diagnosis               | 3980   | 5510   | 9,490  | 9.49%  |
| 9  | Anemia                          | 606    | 2580   | 3186      | 5.34%  | Anemia                        | 1490   | 2350   | 3,840  | 3.84%  |
| 10 | hypertension                    | 00     | 00     | 0         | 00%    | hypertension                  | 1248   | 1986   | 3,234  | 3.24   |
|    | Total                           | 19,629 | 40,085 | 59,714.00 | 100    |                               | 43,423 | 56,545 | 99,968 | 100    |

Source: SDC CMOs Office, (2021)

### 2.2.5.3 SDC In-patient attended and served

Table 2.14: SDC Inpatient Top Ten Diseases/Diagnosis in Council

| S/N | Diagnosis                             | < 5 years |       | Diagnosis                              | 5+ years  |       | CFR in % |
|-----|---------------------------------------|-----------|-------|----------------------------------------|-----------|-------|----------|
|     |                                       | Admission | Death |                                        | Admission | Death |          |
| 1   | Pneumonia, Severe & Non Severe        | 215       | 1     | Pneumonia, Severe & Non Severe         | 306       | 0     | 0.19%    |
| 2   | Acute Diarrhoea (<14 Days)            | 28        | 1     | Urinary Tract Infections               | 52        | 0     | 1.25%    |
| 3   | Malaria (BS +Ve, mRDT +Ve & Clinical) | 8         | 0     | Peptic Ulcers                          | 72        | 0     | 0        |
| 4   | Urinary Tract Infections              | 4         | 0     | Acute Diarrhoea (<14 Days)             | 71        | 0     | 0        |
| 5   | Upper Respiratory Infections          | 4         | 0     | Hypertension                           | 60        | 0     | 0        |
| 6   | Burn                                  | 4         | 0     | Malaria (BS +Ve, Mrdt, +Ve & Clinical) | 59        | 0     | 0        |
| 7   | Bronchial Asthma                      | 4         | 0     | Anaemia, Severe & Mild/Moderate        | 53        | 1     | 1.75%    |
| 8   | Peptic Ulcers                         | 2         | 0     | Diabetes Mellitus                      | 23        | 0     | 0        |
| 9   | Poisoning                             | 2         | 0     | Upper Respiratory Infections           | 22        | 0     | 0        |
| 10  | Foreign body                          | 2         | 0     | Other Cardiovascular Diseases          | 21        | 0     | 0        |

Source: SDC CMOs Office, (2021)



#### 2.2.5.4 Immunization coverage

**Table 2.15: SDC Immunization Trend**

| OPV | Vaccinated | %       |
|-----|------------|---------|
| 1   | 8450       | 99.77%  |
| 2   | 8389       | 99.05%  |
| 3   | 8381       | 98.96%  |
| PCV |            |         |
| 1   | 8450       | 99.77%  |
| 2   | 8392       | 99.09%  |
| 3   | 8388       | 99.04%  |
| MR  |            |         |
| 1   | 9876       | 116.61% |
| 2   | 9861       | 116.44% |
| BCG | 8469       | 100%    |

#### 2.2.5.5 Maternal and Neonatal death in year 2020/21

**Table 2.16: SDC Neonatal, under five, infant and maternal death**

| Neonatal death | Infant death | Under five deaths | Maternal death |
|----------------|--------------|-------------------|----------------|
| 5              | 3            | 4                 | 43             |

Source: SDC CMOs Office, (2021)

#### 2.2.5.6 HIV/AIDS and TB

Singida District council is among the district suffering with HIV pandemic. The prevalence rate of HIV/AIDS is 0.9%. There is different measure and strategies that are in place to ensure that prevalence decreased from 0.9% to 0%.

Different partners and stakeholders are invited to cooperate with District to fight against HIV AIDS. Regarding TB, total number 196 patients have been notified and registered. To reduce this number community sensitized on TB and change lifestyle whereby they advised to build house with ventilation

#### 2.2.5.7 Availability of Health Supporting Materials

**Table 2.17: Health Services Supporting Materials**

| Health facilities | REQUIRED |           |          |              | AVAILABLE |           |          |              | SHORTAGE |           |          |              |
|-------------------|----------|-----------|----------|--------------|-----------|-----------|----------|--------------|----------|-----------|----------|--------------|
|                   | Bed      | Bed sheet | Mattress | Delivery bed | Bed       | Bed sheet | Mattress | Delivery bed | Bed      | Bed sheet | Mattress | Delivery bed |
| Hospital          | 150      | 320       | 150      | 10           | 120       | 260       | 120      | 4            | 30       | 60        | 30       | 6            |
| Health Centre     | 180      | 360       | 180      | 9            | 90        | 200       | 100      | 6            | 90       | 160       | 80       | 3            |

|            |    |     |    |    |    |     |    |    |    |    |    |    |
|------------|----|-----|----|----|----|-----|----|----|----|----|----|----|
| Dispensary | 93 | 210 | 93 | 62 | 76 | 165 | 76 | 49 | 17 | 45 | 17 | 13 |
|------------|----|-----|----|----|----|-----|----|----|----|----|----|----|

Source: SDC CMOs Office (2022)

## 2.2.5.8 Environmental Health and Sanitation.

**Table 2.18: Number of Households Inspected**

| No of House holds | Households inspected | Type of toilet |        |        |        |        |        |
|-------------------|----------------------|----------------|--------|--------|--------|--------|--------|
|                   |                      | Type A         | Type B | Type C | Type D | Type E | Type X |
| 37,775            | 31,382               | 7,898          | 13,802 | 6,897  | 2,785  | 0      | 340    |

Source: SDC DMOs Office, (2022).Key:

Type A: Traditional toilet (pit latrine) Type B: Improved pit latrine

Type C: Toilet with pipe

Type D: Flashing system toilet Type E: Ecology toilet

Type X: No toilet

**Table 2.19: SDC Hotel inspection and Food vendor's inspection**

| Business type              | Inspected  | Registered by TFDA | Medical Examination |
|----------------------------|------------|--------------------|---------------------|
| Bar/grocery                | 152        | 56                 | 210                 |
| Food vendors               | 109        | 0                  | 216                 |
| Hotel                      | 0          | 0                  | 0                   |
| Restaurant                 | 0          | 0                  | 0                   |
| Saloon                     | 196        | 0                  | 102                 |
| Food processing industries | 42         | 16                 | 32                  |
| Slaughter                  | 0          | 0                  | 0                   |
| Local brews clubs          | 110        | 0                  | 121                 |
| Wholesale shops            | 22         | 22                 | 26                  |
| Retail shop shops          | 201        | 102                | 124                 |
| Pharmacy                   | 1          | 1                  | 2                   |
| Cosmetics                  | 2          | 2                  | 2                   |
| Supermarket                | 0          | 0                  | 0                   |
| Butchers                   | 8          | 5                  | 16                  |
| Milling machines           | 27         | 15                 | 26                  |
| <b>Total</b>               | <b>870</b> | <b>219</b>         | <b>877</b>          |

Source: SDC CMOs Office, (2021)

## 2.2.6 Pre-Primary and Primary Education Division

The Pre-Primary and Primary Education Division forms one among of the nine divisions within SDC. The division was renamed in 2022 following inclusion of special needs, adult and non-formal education and life skills activities. Similarly following functions of pre-primary education activities being performed under the former known as primary education department. The Pre-Primary and

Primary Education Division has the following core functions;

- i. Plan for acquisition, distribution and use of resources in pre and primary schools;
- ii. Supervise administration of continuous assessments and primary schools National Examinations;
- iii. Supervise the delivery of adult and non-formal education at pre – primary and primary level;
- iv. Coordinate life skills education in primary schools;
- v. Conduct needs assessment for special needs, adult and non-formal education;
- vi. Provide advice on establishment and maintenance of special needs, adult and non-formal education center
- vii. Monitor implementation of pre and primary education plans and programs;
- viii. Create and maintain database on pre-primary and primary education; and
- ix. Coordinate and supervise sports and games activities in pre and primary schools.
- x. The Pre-Primary and Primary Education Division is made up by four sections namely Academic Section, Statistics and Logistics Section, Special Needs Education Section as well as Adult and Non- Formal Education Section.

#### **A. Academic Section**

The academic section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- i. Coordinate implementation of Pre-Primary and Primary education policies, plans, circulars, and guidelines at school level;
- ii. Coordinate and supervise administration of schools' continuous assessments and national standard four and seven examinations;
- iii. Monitor and evaluate the implementation of pre-primary and primary education plans;
- iv. Prepare reports on implementation of education development plans and programs; and
- v. Coordinate provision of education for self-reliance and management of income generating activities/project in Primary schools.

#### **B. Statistics and Logistics Section**

The statistics and logistics section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- i. Collect, analyze and interpret Pre-primary and Primary education statistics;
- ii. Coordinate acquisition, distribution and use of educational resources in pre and pre and primary schools;
- iii. Coordinate enrolment statistics and logistics for schools;
- iv. Prepare implementation reports on education development; and
- v. Determine resource needs for schools in the Council.

#### **C. Special Needs Education Section**

The special needs section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- i. Prepare and supervise special needs education implementation plans for primary

- education;
- ii. Identify children with special needs and allocate them to schools;
- iii. Collect information on pupils with special needs and advise accordingly;
- iv. Coordinate acquisition, distribution and use of resources for special needs education.

#### **D. Adult and Non-Formal Education Section**

The adult and non-formal education section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- i. Prepare and supervise adult and non-formal education implementation plans for primary education;
- ii. Coordinate life skills education;
- iii. Conduct needs assessment for adult and non-formal education;
- iv. Advise on establishment and maintenance of adult and non-formal training centres; and
- v. Coordinate acquisition, distribution and use of resources for adult and non-formal education.

##### **2.2.6.1 Number of Pre- Primary and Primary school and enrollment**

Singida District Council has a total of 95 government pre-primary and primary schools as well as 02 private schools with a total of 68,651 pupils of which 33,843 being boys and 34,808 being girls in government schools. While, in private schools the total enrollment is 435 pupils of which 262 being boys and 173 being girls. Also, in pre-primary the total enrollment is 10,010 pupils where by 5592 being boys and 5392 being girls. Similarly, SDC has 14 centers for COBET pupils with 7 pupils, among them 02 are males and 05 are females.

**Table 2.20: SDC Pre-Primary and Primary School Enrollment**

| SDC Primary School | Number of Pupils |       |       |
|--------------------|------------------|-------|-------|
|                    | Boys             | Girls | Total |
| Government         | 39485            | 40238 | 79723 |
| Private            | 262              | 173   | 435   |
| Grand Total        | 39747            | 40411 | 80158 |

**Source: SDC Pre - Primary and Primary Education Division, (2022).**

**Table 2.21: SDC Pre-primary and Primary school pupils' enrollment 2022**

| Year 2022   | Expected |      |       | Registered |      |       | %     |
|-------------|----------|------|-------|------------|------|-------|-------|
|             | B        | G    | T     | B          | G    | T     |       |
| Pre-primary | 5769     | 7089 | 12858 | 5592       | 5392 | 10984 | 85    |
| STD one     | 5184     | 4763 | 9947  | 5059       | 4951 | 10010 | 100.6 |

**Source: SDC Pre - Primary and Primary Education Division, (2022).**

##### **2.2.6.2 Primary and Primary Education School Education Performance**

The performance of national standard seven examinations in the past five years has been increasing significantly as shown in Table 2.22:

**Table 2.22: National standard seven performance from 2016 to 2020**

| Year       |       | 2016 | 2017 | 2018 | 2019 | 2020  |
|------------|-------|------|------|------|------|-------|
| Registered | Boys  | 1711 | 2270 | 2628 | 2499 | 2,850 |
|            | Girls | 2263 | 2978 | 2207 | 2911 | 3,294 |
|            | Total | 3974 | 5248 | 4835 | 5410 | 6,144 |
| Examined   | Boys  | 1704 | 2263 | 2621 | 2484 | 2,825 |
|            | Girls | 2251 | 2974 | 2194 | 2904 | 3,287 |
|            | Total | 3958 | 5137 | 4815 | 5388 | 6,112 |
| Absentees  | Boys  | 7    | 7    | 7    | 15   | 25    |
|            | Girls | 12   | 4    | 13   | 7    | 7     |
|            | Total | 19   | 11   | 20   | 22   | 32    |
| Pass       | Boys  | 1316 | 1606 | 1781 | 1947 | 2,260 |
|            | Girls | 1615 | 2087 | 2120 | 2386 | 2,652 |
|            | Total | 2931 | 3693 | 3901 | 4333 | 4,912 |
| Fail       | Boys  | 388  | 657  | 840  | 537  | 565   |
|            | Girls | 636  | 887  | 74   | 518  | 635   |
|            | Total | 1024 | 1544 | 914  | 1055 | 1200  |
| % of pass  |       | 74   | 70.5 | 81   | 80.4 | 80.4  |

Source: SDC Pre - Primary and Primary Education Division, (2022)

**Table 2.23: Standard IV Examination Results 2016 to 2020**

| Years | No. of Candidates |      |       | Passed |      |      |          |
|-------|-------------------|------|-------|--------|------|------|----------|
|       | B                 | G    | T     | B      | G    | T    | %        |
| 2016  | 2877              | 3188 | 6065  | 2560   | 2919 | 5479 | 93.67413 |
| 2017  | 3435              | 3633 | 7068  | 3105   | 3407 | 6512 | 94.1     |
| 2018  | 4085              | 4056 | 8141  | 3811   | 3583 | 7394 | 93.08825 |
| 2019  | 3170              | 3096 | 6266  | 2721   | 2882 | 5603 | 93.07    |
| 2020  | 5421              | 5455 | 10867 | 4869   | 5057 | 9926 | 94.22821 |

Source: SDC Pre - Primary and Primary Education Division, (2022)

### 2.2.6.3 Pre and Primary Education Infrastructure

SINGIDA DC has total of 912 classrooms (52%), 906 teachers house (17.6%), 1742 pit latrines (49%), 20,232 Desks (78%), as well as 217 teachers offices (53%), 956 Tables (55%), 1052 chairs (60.5%) and 268 (87.5%) cupboards.

**Table 2.24: SDC Pre-Primary and Primary School's infrastructures**

| Description            | Required | Available | Deficit |
|------------------------|----------|-----------|---------|
| <b>PRE-PRIMARY</b>     |          |           |         |
| Class rooms            | 435      | 24        | 411     |
| Teachers houses        | 435      | 0         | 259     |
| Permanent pit latrines | 584      | 16        | 568     |
| Stores                 | 97       | 02        | 95      |
| Teachers' offices      | 97       | 02        | 95      |
| <b>PRIMARY SCHOOL</b>  |          |           |         |
| Class rooms            | 1,624    | 778       | 846     |

|                                |        |        |       |
|--------------------------------|--------|--------|-------|
| Teachers houses                | 1,624  | 305    | 1,319 |
| Permanent pit latrines (Boys)  | 1,296  | 794    | 502   |
| Permanent pit latrines (Girls) | 1,705  | 932    | 773   |
| Desks                          | 24,209 | 17,951 | 6,414 |
| Teachers' offices              | 270    | 188    | 82    |
| Library                        | 97     | 0      | 95    |
| Workshop                       | 0      | 0      | 0     |
| Counseling rooms               | 97     | 0      | 102   |
| Stores                         | 97     | 90     | 7     |
| Table                          | 1,624  | 656    | 782   |
| Chairs                         | 1,624  | 1052   | 686   |
| Cupboards                      | 291    | 205    | 86    |
| Shelf                          | 291    | 116    | 175   |

**Source: SDC Pre - Primary and Primary Education Division, (2022)**

### 2.2.7 Secondary Education Division

Secondary Education Division is one among 9 Divisions in Singida District Council. It was established in the year 2022 in to coordinate implementation of secondary education policies, plans, laws and circulars and guidelines. The Secondary Education Division is headed by District Secondary Education Officer (DEOS), and assisted with District Academic Officer (DAOS), Statistics and Logistics Officer SLOS as well as Special Needs Education Officer and Adult and Non - Formal Education Officer. The core functions of Secondary Education Division include;

- i. Supervise the administration of continuous assessments and national form two, four and six examinations;
- ii. Conduct monitoring and evaluation on implementation of secondary education plans and programs;
- iii. Supervise delivery of adult and non-formal education at secondary level;
- iv. Create and maintain database on secondary education;
- v. To coordinate life skills education in secondary schools;
- vi. Coordinate and supervise secondary schools' sports and games;
- vii. Conduct needs assessment for special needs, adult and non-formal education; and
- viii. Provide advice on establishment and maintenance of special needs, adult and non-formal education centers.

The Secondary Education Division is made up by four sections namely Academic Section, Statistics and Logistics Section, Special Needs Education as well as Adult and Non-Formal Education.

#### A. Academic Section

The academic section being one among of the four sections under Secondary Education Division has the following core functions;

- i. Supervise implementation of secondary education policies, plans, circulars, and guidelines in secondary schools;
- ii. Supervise development of secondary schools' academic performance;

- iii. Coordinate and supervise administration of continuous assessments and National form two, form four and form six examinations;
- iv. Monitor and evaluate implementation of secondary education plans and assess their strength and weakness; and
- v. Coordinate and supervise sports and games in secondary schools.

### **B. Statistics and Logistics Section**

The statistics and logistics section being one among of the four sections under Secondary Education Division has the following core functions;

- i. Collect, analyze and interpret secondary education statistics;
- ii. Coordinate acquisition, distribution and use of educational resources at secondary schools;
- iii. Coordinate enrolment statistics and logistics for schools;
- iv. Prepare implementation reports on education development; and
- v. Determine resource needs for schools in the Council.

### **C. Special Needs Education**

The special needs section being one among of the four sections under Secondary Education Division has the following core functions;

- i. Prepare and supervise special needs education implementation plans for secondary education;
- ii. Identify children with special needs and allocate them to schools;
- iii. Collect information on pupils with special needs and advise accordingly;
- iv. Coordinate acquisition, distribution and use of resources for special needs education.
- v. Adult and Non-Formal Education Section
- vi. The adult and non-formal education section being one among of the four sections under Secondary Education Division has the following core functions;
- vii. Prepare and supervise adult and non-formal education implementation plans for secondary education;
- viii. Coordinate life skills education;
- ix. Conduct needs assessment for adult and non-formal education;
- x. Advise on establishment and maintenance of adult and non-formal education Centre's; and
- xi. Coordinate acquisition, distribution and use of resources for adult and non-formal education.

#### **2.2.7.1 Number of Secondary Schools**

Singida District Council has a total number of 26 ordinary level secondary schools (form I-IV), 23 being government schools and 3 private schools. Also, SDC has 3 advanced secondary schools (form V-VI) 3 being government schools and 1 private schools.



**Table 2.25: SDC Number of Secondary Schools**

| Level     | Government | Private | Total |
|-----------|------------|---------|-------|
| O – level | 23         | 3       | 26    |
| A – level | 3          | 1       | 4     |

**Source: SDC Secondary Education Department, (2021).**

### 2.2.7.2 Students Enrolment

The Singida district council currently has a total number of 2022 students among them 19844 are for public schools with 9219 being boys and 10625 being girls while 2158 for private secondary schools with 800 being boys and 1358 being girls.

**Table 2.26: SDC Students enrolled in Secondary Schools**

| Owner      | Number of students |          |          |          |        |
|------------|--------------------|----------|----------|----------|--------|
|            | 2021/2022          |          |          |          |        |
|            | O' Level           | A' Level | O' Level | A' Level |        |
|            | Boys               |          | Girls    |          | Total  |
| Government | 6,317              | 737      | 8,701    | 133      | 15,888 |
| Private    | 185                | 431      | 115      | 65       | 796    |
| Total      | 6,502              | 1,168    | 8,816    | 198      | 16,684 |

**Source: SDC Secondary Education Department, (2021/2022)**

### 2.2.7.3 Secondary School Infrastructures

Recently SDC has 372 classrooms, 72 teachers' houses, 04 Libraries, 21 laboratories and 09 administration blocks. Also, there are 08 hostels, 08 dormitories, 61 teachers pit latrines, 364 students pit latrines as well as 6 kitchens. However, there is deficit in terms of school infrastructures pointed above as indicated in Table 2.27.

**Table 2.27: SDC Secondary School Infrastructure**

| S/No | Item                  | Required | Available | Deficit/excess | % of Deficit /Excess |
|------|-----------------------|----------|-----------|----------------|----------------------|
| 1    | Classrooms            | 397      | 372       | 25             | 6                    |
| 2    | Teacher's Houses      | 409      | 72        | 337            | 82                   |
| 3    | Latrines              | 724      | 364       | 360            | 50                   |
| 4    | Administration blocks | 32       | 9         | 23             | 72                   |
| 5    | Stores                | 32       | 6         | 26             | 81                   |
| 7    | Tables                | 15,888   | 15,311    | 577            | 4                    |
| 8    | Chairs                | 15,888   | 15,350    | 538            | 3                    |
|      | Total                 | 33,370   | 31,484    | 1,886          | 299                  |

**Source: SDC Secondary Education Department, (2022)**

### 2.2.7.4 Academic Performance

Singida district council is now experiencing 87% pass rate despite of 95% national rate for form IV; 96.2% pass rate for form II despite of 100% national rate and 100% form VI similarly to national rate.

**Table 2.28: FTNA-National examination performance 2016 – 2022**

| Year  | No. Of school | Grades |        |         |        |        | Passed |      |
|-------|---------------|--------|--------|---------|--------|--------|--------|------|
|       |               | DIV I  | DIV II | DIV III | DIV IV | Failed | No.    | %    |
| 2016  | 28            | 190    | 234    | 458     | 968    | 100    | 1880   | 95   |
| 2017  | 28            | 137    | 219    | 507     | 1006   | 94     | 1869   | 94.6 |
| 2018  | 28            | 285    | 333    | 492     | 1268   | 141    | 2378   | 94   |
| 2019  | 30            | 206    | 314    | 555     | 1745   | 230    | 2820   | 92   |
| 2020  | 30            | 163    | 275    | 530     | 1357   | 217    | 2315   | 90.8 |
| 2021  | 30            | 155    | 305    | 526     | 1557   | 248    | 2543   | 90.8 |
| Total |               | 878    | 1,588  | 3,106   | 7,210  | 1,004  | 12,791 |      |

Source: SDC Secondary Education Department, (2022).

**Table 2.29: CSEE National examination performance 2016 – 2021**

| Year  | No. of school | Grades |        |         |        |        | Passed |    |
|-------|---------------|--------|--------|---------|--------|--------|--------|----|
|       |               | DIV I  | DIV II | DIV III | DIV IV | FAILED | NO.    | %  |
| 2016  | 28            | 12     | 93     | 182     | 620    | 484    | 907    | 82 |
| 2017  | 28            | 9      | 109    | 205     | 189    | 284    | 1012   | 78 |
| 2018  | 28            | 14     | 135    | 255     | 878    | 424    | 1282   | 75 |
| 2019  | 29            | 32     | 167    | 310     | 1111   | 327    | 1,620  | 83 |
| 2020  | 29            | 74     | 212    | 331     | 1218   | 214    | 1835   | 90 |
| 2021  | 30            | 47     | 212    | 390     | 1438   | 389    | 2087   | 84 |
| Total |               | 188    | 928    | 1,673   | 5,454  | 2,122  | 8,743  |    |

Source: SDC Secondary Education Department, (2022).

**Table 2.30: ACSEE National examination performance 2016 – 2021**

| Year  | No. of school | Grades |        |         |        |        | Passed |      |
|-------|---------------|--------|--------|---------|--------|--------|--------|------|
|       |               | DIV I  | DIV II | DIV III | DIV IV | FAILED | NO.    | %    |
| 2016  | 1             | 11     | 35     | 49      | 10     | 11     | 105    | 90.5 |
| 2017  | 1             | 5      | 10     | 15      | 7      | 0      | 37     | 100  |
| 2018  | 1             | 6      | 12     | 28      | 33     | 2      | 76     | 100  |
| 2019  | 3             | 105    | 152    | 63      | 7      | 2      | 327    | 99.4 |
| 2020  | 3             | 71     | 213    | 69      | 2      | 1      | 355    | 99.7 |
| 2021  | 3             | 208    | 62     | 2       | 0      | 0      | 269    | 100  |
| Total |               | 406    | 484    | 226     | 59     | 16     | 1169   |      |

Source: SDC Secondary Education Department, (2022)

#### 2.2.7.5 Dropout rate

SDC has been experiencing students' dropout all over its available secondary schools. The cause of the dropout is due to truants, pregnancy, and death.

**Table 2.31: SDC Secondary School Students Dropout Trend (2016/2020)**

| Year | Male | Female | Total |
|------|------|--------|-------|
| 2016 | 211  | 249    | 460   |
| 2017 | 447  | 874    | 1,321 |
| 2018 | 421  | 478    | 899   |

|              |     |     |       |
|--------------|-----|-----|-------|
| 2019         | 787 | 456 | 1,243 |
| 2020         | 435 | 419 | 854   |
| <b>Total</b> |     |     |       |

**Source: SDC Secondary Education Division, (2022)**

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

Agriculture, Livestock and Fisheries Division forms among the 9 divisions of Singida District Council. It was established in 2022 following the merge of the former two departments namely Agriculture, Irrigation and Cooperative Department as well as Livestock and Fisheries Department. Its core functions include: -

- i. Analyze, interpret and supervise implementation of policy, laws, and regulation of agriculture, irrigation, livestock and fisheries
- ii. Propose standards and prices of products and services from Agriculture, Livestock and fisheries;
- iii. Prepare short and long plans and programs on development of agriculture, irrigation, Livestock and fisheries;
- iv. Oversee promotion and governance of cooperatives in the council;
- v. Provide technical advice to stakeholders concerned with agriculture, irrigation, livestock and fisheries;
- vi. Prepare reports on agriculture, livestock and fisheries; and
- vii. Supervise collection and control of revenue from agriculture, livestock and fisheries activities.

The Agriculture, Livestock and Fisheries Division is made up by three sections namely; Agriculture Section, Livestock Section and Fisheries Section.

### **A. Agriculture Section**

The Agriculture Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions:

- i. Prepare and implement programs for fertilizer supply in different sales points;
- ii. Prepare and implement programs for fertilizer supply in different sales points;
- iii. Prepare programs for arranging and stocking of agriculture inputs;
- iv. Carry out soil testing of farmer's field samples and advice accordingly;
- v. Provide advice to farmers on, post-harvest handling, agro-processing and value addition of agriculture produce;
- vi. Estimate crop yield/production of important crops
- vii. Perform statistics and agriculture census work;
- viii. Conduct demonstration of demo trials both varietal and fertilizer trials from the share of entire Council;
- ix. Oversee promotion and governance of cooperatives;
- x. Coordinate stocking of fertilizer/plant protection measures at village level;
- xi. Organize farmers training camps at village level;
- xii. Prepare and implement crop diversification plan particularly for irrigated areas in block;

- xiii. Implement Biogas Development Program;
- xiv. Plan, design, construct and maintain irrigation schemes
- xv. Facilitate the formation of irrigators' organizations and ensure that organizations are equipped with required skills for effective and sustainable irrigation management;
- xvi. Support the formulation and enforcement of irrigation by-laws by the Irrigators Association in their areas; and
- xvii. Provide backstopping services to the farmers in the irrigation scheme by establishing irrigation scheme management support teams.

#### 2.2.8.1 Land for agriculture Singida DC

Agriculture as a growth driver sector supports most of the population and has the potential of lifting the majority of Singida population out of poverty. About 85% of the residents are engaging in agriculture in the district and it is a major source of revenue to the District Council. Singida District Council has the total area of 122,991.7 hectares that is suitable for cultivation. The district council has potential area of 3,400 hector suitable for irrigation of which 75 ha are being irrigated. The major food crops in the district are maize, sorghum, pearl millets, beans, cow peas, pigeon peas, groundnuts, cassava and sweet potatoes. Cash crops include sunflower, onions, cotton, finger millet, yellow peas, coriander, and other newly introduced crops like, cashew nuts, and soya beans.

#### 2.2.8.2 District production capacity and productivity

The annual production capacity of various crops in the District vary from one crop to another where in 2018/2019 maize was (73,354.5tons), sorghum (39,940.6tons), millet (10,150.5tons), beans (3,547.6tons), cassava (6,870tons), sweet potatoes (33,936tons), sunflower (63,404.56tons), groundnuts (5,479.5tons), onions (29,419tons), and cotton (2,271.6tons). However, the annual production for all crops increase in 2018/2019 by 263,619 tons compared to 2017/18 which was 185,289.1 this was due to few famers using improved seeds, fertilizers(farm yard manure and industrial fertilizers) and good agriculture practices. Like the production capacity, the annual crops productivity in the district increases in 2018/19 and vary from one crop to another compared to 2017/18. In 2018/2019. The annual productivity for maize was (1.7 tons/ha), sorghum (1.5 tons/ha), millet (1.5tons/ha), beans (1.4 ton/ha), cassava (2.0tons/ha), sweet potatoes (2.0 tons/ha), sunflower (1.7ton/ha), groundnuts (1.5 ton/ha), onions (6.5 tons/ha), and cotton (1.2 tons/ha). Table 33 shows the district production capacity and productivity for three consecutive years.

**Table 2.32: The district production capacity and productivity**

|         | Year    |           |              |           |           |              |           |           |              |
|---------|---------|-----------|--------------|-----------|-----------|--------------|-----------|-----------|--------------|
|         | 2018/19 |           |              | 2019/20   |           |              | 2020/21   |           |              |
| Crop    | Hectors | Tons      | Productivity | Hectors   | Tons      | Productivity | Hectors   | Tons      | Productivity |
| Maize   | 48,617  | 68,063.80 | 1.4          | 48,903    | 73,354.50 | 1.7          | 48,578.60 | 72,867.90 | 1.5          |
| Sorghum | 22,785  | 38,735    | 1.7          | 23,494.50 | 39,940.60 | 1.5          | 24,729.60 | 42,039.30 | 1.7          |
| Millet  | 6,607   | 9,909.90  | 1.7          | 6,767     | 10,150.50 | 1.5          | 9,256     | 13,884    | 1.5          |
| Beans   | 865.2   | 1,730.40  | 1.4          | 2,534     | 3,547.60  | 1.4          | 2,212     | 3,096.80  | 1.4          |

|                |                |                |     |                |                |     |                |                |     |
|----------------|----------------|----------------|-----|----------------|----------------|-----|----------------|----------------|-----|
| Cassava        | 2,403.60       | 3,605.40       | 1.5 | 3,435          | 6,870          | 2   | 3,148          | 6,296          | 2   |
| Sweet Potatoes | 8,581          | 17,162         | 2   | 16,960         | 33,936         | 2   | 24,670         | 49,340         | 2   |
| Sunflower      | 22,090.90      | 32,264.30      | 1.4 | 37,296.80      | 63,404.70      | 1.7 | 30,625         | 52,062.50      | 1.7 |
| Groundnuts     | 2,760          | 4,140          | 1.5 | 3,653          | 5,479.50       | 1.5 | 4,020.50       | 6,030.75       | 1.5 |
| Onions         | 1,275          | 8,287.50       | 6.5 | 3,795          | 24,664         | 6.5 | 4,489          | 29,178.50      | 6.5 |
| Cotton         | 1,159          | 1,390.80       | 1.2 | 1,893          | 2,271.60       | 1.2 | 1,964          | 2,356.80       | 1.2 |
| <b>Total</b>   | <b>117,144</b> | <b>185,289</b> |     | <b>145,300</b> | <b>263,619</b> |     | <b>153,693</b> | <b>227,813</b> |     |

**Source: SDC Agriculture, Livestock and Fisheries Division, (2021).**

### 2.2.8.3 Agricultural inputs

The agricultural inputs such as fertilizers, improved seeds, pesticides and insecticides are privately accessed by farmers from outside the district. However, the District is continuously linking farmers with agricultural service providers such as agro-input companies for easy accessibility of such inputs.

### 2.2.8.4 Implements for agriculture

In Singida District Council, 60% of the farmers are using hand hoe as an agriculture implement. Table 34 demonstrate the agriculture implement employed by farmers within SDC.

**Table 2.33: SDC Agricultural Implements Source**

| Type of implement | Number available | % of utilization |
|-------------------|------------------|------------------|
| Tractors          | 30               | 10               |
| Power Tillers     | 8                | 5                |
| Ox plough         | 4679             | 25               |
| Hand Hoes         | 115,967          | 60               |

**SDC Agriculture, Livestock and Fisheries Division, (2021).**

### 2.2.8.5 Agriculture Infrastructure

Singida District Council has one (01) irrigation scheme at Msange ward and one planed irrigation scheme proposed to be constructed in Mughamo ward. However, the district has suitable land for irrigation with 3,400 hectares. Currently, 75 Ha of these land are used for irrigation.

### 2.2.8.6 Cooperatives

Cooperatives have a big role to play in the financial sector especially for credit access and other banking services for small and medium entrepreneurship. In Singida District Council, there are 17 cooperatives and about 42.9% of them constitute Savings and Credit Cooperative Societies (SACCOS). Table 35 shows number of cooperative groups in the district.

**Table 2.34: Number of cooperative societies**

| Type of society          | Number of Societies | Men  | Women | Total member | Shares     | Savings        | Amana   |
|--------------------------|---------------------|------|-------|--------------|------------|----------------|---------|
| Saving and credit SACCOS | 15                  | 1882 | 1202  | 3,084        | 73,938,563 | 712,086,210.05 | 227,000 |
| Agric/crops- AMCOS       | 20                  | 1101 | 668   | 1769         | 5,737,560  | 0              | 0       |

|       |    |      |      |       |            |                |         |
|-------|----|------|------|-------|------------|----------------|---------|
| Total | 35 | 2983 | 1870 | 4,853 | 79,676,123 | 712,086,210.05 | 227,000 |
|-------|----|------|------|-------|------------|----------------|---------|

**Source: Singida District Council; Agriculture, Irrigation and Cooperatives, 2021**

## **B. Livestock section**

The Livestock Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions: -

- i. Translate and supervise implementation of policies, laws, regulations, and procedures for Livestock;
- ii. Prepare short- and long-term plan and program for livestock development;
- iii. Evaluate conservation and use of livestock resources;
- iv. Oversee promotion and governance of cooperatives;
- v. Provide technical support to the stakeholders of livestock sector; and
- vi. Coordinate and supervise all projects concerned with livestock.

### **2.2.8.7 Livestock keeping**

Livestock keeping is the second most important economic activity after agriculture in Singida District Council. Small scale livestock keeping in the Council is done both as a source of food and supplementary income at households. This section is working basing on National livestock policy of 2006, this policy explains the intentions of the government and other stakeholders to meet the challenges in the livestock industries.

### **2.2.8.8 Grazing Area**

Grazing land is defined as that land that is available for the grazing needs of livestock. It excludes all tsetse fly area, all wildlife and forest reserves also tree plantations, but it includes game-controlled areas. In many cases it overlaps arable land and areas for „other use“. Grazing land is estimated to be 88,994.4 hectares, equivalent 23.5 percent of the district council's total land area of 378,700 hectares. Land suitable for grazing is 99.9 leaving 0.1 percent which is infected by tsetse flies. The district had an estimate of 983,666 Livestock based on 2020 livestock census while conducting branding. Wanyaturu and Barabaigs are the main ethnic group that concentrates on animal husbandry. Despite being used for nutrition purposes the bulls and donkeys are also used for farming and transportation.

**Table 2.35: Livestock population**

| Type of livestock | Number  |
|-------------------|---------|
| Cattle            | 184,467 |
| Goats             | 75,927  |
| Sheep             | 42,624  |
| Donkey            | 3,897   |
| Pig               | 386     |
| Dogs              | 15,172  |
| Cats              | 4,456   |
| Poultry           | 646,740 |



|                                 |         |
|---------------------------------|---------|
| Ducks                           | 1,419   |
| Guinea fowls                    | 4,525   |
| Pigeon                          | 4,053   |
| Total Livestock in the District | 983,666 |

#### 2.2.8.9 Livestock infrastructure facilities

There are few livestock infrastructures around the district, even though; most of these livestock infrastructures are not well improved to facilitate livestock activities. Livestock quality improvement is limited by access to facilities capable of controlling or preventing animal diseases. Diseases affect animal health and reduce both meat and milk production in quality and quantity and in some cases brings death to the animal affected. Out of 25 dips available in the district council, only 14 dips (56%) were working, and 7 dips (44%) were not working. Also, the table reveals that the District Council has 3 working veterinary centers, 4 crushes (66.7%) are working and 2 (33.7 %) are not working, 3 hides/skin sheds as well as 48 slaughter slabs.

#### 2.2.8.10 Livestock products and marketing

There is little value addition in the livestock value chains characterized by lack of grading of livestock and livestock products, lack of fattening of animals to improve quality prior to marketing, inadequate infrastructure for processing and poor handling, preservation and packaging of most livestock products, lack of official markets, shortage of veterinary officers and falling prices of livestock.

#### 2.2.8.11 Marketing livestock and their products

In the Table 37 below highlights the number and value of livestock marketed in Singida District Council in 2019/20. A total of 61,964 livestock valued at Tshs. 8,055,880,000 were marketed. Cattle at 66.72 percent were the main contributor to the livestock keeper's total revenue obtained from marketing of livestock. Poultry were the second by contributing 20.65 percent, Goats (9.53 percent) the third.

Sheep (2.61 percent) the fourth, while Pigs with 0.45 percent contributed the least to the district council's total revenue obtained from marketing of livestock. However, the average price per livestock indicates that cattle had the highest value (Tshs.510, 000), followed by pigs (Tshs. 480,000), goats (Tshs. 70,000), sheep (63,750) and poultry (11,000) respectively.

**Table 2.36: Marketed livestock by type (Official Markets) and revenue earned**

| Livestock | Number of Livestock | Percent Number | Total Revenue (Tshs.) | Percent Revenue | Average Price |
|-----------|---------------------|----------------|-----------------------|-----------------|---------------|
| Cattle    | 10,256              | 16.55          | 5,375,800,000         | 66.73           | 510,000       |
| Goats     | 10,664              | 17.21          | 767,560,000           | 9.53            | 70,000        |
| Sheep     | 3,160               | 5.10           | 209,980,000           | 2.61            | 63,750        |
| Pigs      | 19                  | 0.03           | 36,480,000            | 0.54            | 480,000       |
| Poultry   | 37,865              | 61.11          | 1,666,060,000         | 20.68           | 11,000        |
| Total     | 61,964              | 100            | 8,055,880,000         | 100             |               |

**Source: Singida District Council Livestock Department, 2021**



### 2.2.8.12 Hides and skins

Marketing hides and skin of livestock have been facing number of problems in Singida District council as well as the regional at large. Among others, participation of private sector due to free market, shortage of official markets, lack of public hides and skin sheds, shortage of veterinary officers and falling of prices of livestock products has an adverse impact on the flow of reliable data from the grassroots to the district levels. Nevertheless, the indicative data shown in below highlights the number of livestock hides and skins marketed in Singida District Council between 2019 and 2020

**Table 2.37: The number of livestock hides and skins marketed by type 2019 and 2020**

| Item         | 2019   |                 |                        | 2020   |                 |               |
|--------------|--------|-----------------|------------------------|--------|-----------------|---------------|
|              | Number | Revenue (TShs.) | Average Price per unit | Number | Revenue (TShs.) | Average Price |
| Cattle Hides | 7,204  | 10,806,000      | 1,500                  | 6,956  | 10,434,000      | 1,500         |
| Goat Skins   | 10,464 | 5,232,000       | 500                    | 9,292  | 4,646,000       | 500           |
| Sheep Skins  | 3,292  | 1,646,000       | 500                    | 3,156  | 1,578,000       | 500           |
| Total        | 20,960 | 17,684,000      |                        | 9,404  | 16,658,000      |               |

**Source: Singida District Council Livestock Department, 2021**

### 2.2.8.13 Milk production

Table 2.38 shows milk production in Singida District Council increased from 1,289,872 liters in 2019 to 1,352,652 liters in 2020. The revenue collected increased from 1,934,808,000 million in 2019 to 2,028,978,000 million in 2020 respectively following slight increase in price per liters. The increase in dairy cattle keeping in the District to a large extent has influenced the availability of milk from cattle as well as revenue earned from marketed milk. Indigenous cattle had the largest share of milk production and marketed as indicated in the table. Out of 2,642,524 liters marketed in the District council, 89 percent and 89 percent in 2019 and 2020 respectively were produced by indigenous cattle. Dairy cattle were the second producer of milk by attributing 11 percent and 11 percent to the total liters marketed in 2019 and 2020. No significant production of milk from dairy goats in Singida District Council.

**Table 2.38: Number of liters of milk marketed by type in Singida District Council, 2019 and 2020**

| Livestock         | 2019             |                 |                            | 2020      |                 |                            |
|-------------------|------------------|-----------------|----------------------------|-----------|-----------------|----------------------------|
|                   | Number of Litres | Revenue (TShs.) | Percent of litres Marketed | Number    | Revenue (TShs.) | Percent of litres Marketed |
| Indigenous Cattle | 1,147,986        | 1,721,979,120   | 89                         | 1,203,860 | 1,905,790,420   | 89                         |
| Dairy Cattle      | 141,886          | 212,828,880     | 11                         | 148,792   | 223,187,580     | 11                         |
| Total             | 1,289,872        | 1,934,808,000   | 100                        | 1,352,652 | 2,128,978,000   | 100                        |

**Source: Singida District Council Livestock Department, 2021**

#### 2.2.8.14 Animal diseases

Livestock diseases are among the most serious constraints limiting development of the livestock industry. The high prevalence of livestock diseases in the country such as trans boundary, vector borne, zoonosis and emerging diseases present a big challenge to the development of the livestock industry. Mostly common diseases in the district are tick borne disease in cattle; the disease includes East Coast Fever, Anaplasmosis, Babesiosis, heart water. Protozoan diseases include Trypanosomiasis, Coccidiosis, and Worm Infestation. Bacterial diseases include Diarrhea, Black Quarter, Anthrax, TB, Brucellosis and Salmonellosis. Viral diseases like Foot and Mouth Disease" Rift Valley fever, Rabies and PPR.

Poultry keeping is another main economic activity done by the residents of Singida District Council. Unfortunately, among many factors which affect poultry industry in the District council, diseases associated to poultry happened to be the leading factors. The Table 2.39 shows that in three years period from 2018 to 2019 and 2020 a total of 13,754 morbidity and 7,785 mortality cases concerning poultry were reported in the District council. Though New castle disease observed to have the largest number (10,767 cases equals to 78.3% of all reported morbidity cases) and the one killer disease for poultry. However, Fowl cholera with 337 mortality cases, 4.3%) ranked second as a killer disease, Coccidiosis third (4.0%), Fowl pox the fourth (98) mortality cases, 1.3%).

**Table 2.39: Four major poultry diseases which caused morbidity and mortality 2018, 2019 and 2020**

| Disease      | Morbidity Cases reported |       |       |        |                         | Mortality Cases reported |       |       |       |                         |
|--------------|--------------------------|-------|-------|--------|-------------------------|--------------------------|-------|-------|-------|-------------------------|
|              | 2018                     | 2019  | 2020  | Total  | Percentage of Morbidity | 2018                     | 2019  | 2020  | Total | Percentage of Mortality |
| New castle   | 3,835                    | 4,111 | 2,821 | 10,767 | 78.3                    | 2,128                    | 3,225 | 1,688 | 7,041 | 90.4                    |
| Fowl pox     | 219                      | 186   | 234   | 639    | 4.6                     | 22                       | 35    | 41    | 98    | 1.3                     |
| Coccidiosis  | 456                      | 376   | 296   | 1,128  | 8.2                     | 117                      | 109   | 83    | 309   | 4                       |
| Fowl cholera | 413                      | 359   | 448   | 1,220  | 8.9                     | 106                      | 92    | 139   | 337   | 4.3                     |
| Total        | 4,923                    | 5,032 | 3,799 | 13,754 | 100                     | 2,373                    | 3,461 | 1,951 | 7,785 | 100                     |

**Source: Singida District Council Livestock Department, 2021**

### C. Fisheries section

The Fisheries Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions:

- i. Translate and supervise implementation of policy, laws, regulations, and procedures for fisheries;
- ii. Prepare short- and long-term plan and program for fisheries resources development;
- iii. Evaluate conservation and use of fisheries resources;
- iv. Oversee promotion and governance of cooperatives;
- v. Provide technical support to the stakeholders of fisheries sector; and
- vi. Coordinate and supervise all projects concerned with fisheries.

#### 2.2.8.15 Fisheries production

Due to limited number of water bodies like rivers, lakes and dams associated with unreliable rainfall in the district council; fishing activities are mainly undertaken as small-scale activities thus making insignificant contribution to the district council's economy. The main location of fishing activities is Masoghweda dam in Ikhanoda Makuro wards.

**Table 2.40: Fishery resource facilities and production, 2018/19-2020/21**

| No. of Fishing licenses | No. of Fishermen | No. of Registered Fishing Vessels | Fish Production |              |
|-------------------------|------------------|-----------------------------------|-----------------|--------------|
|                         |                  |                                   | Weight (Tons)   | Value (TSHS) |
| 61                      | 61               | 26                                | 92              | 460,000,000  |

**Source: Singida District Council Livestock Department, 2021**

#### 2.2.8.16 Investment opportunities in livestock sub sector

Singida District Council has inadequate livestock infrastructures such as dips, health centers, water points, slaughter slabs, etc. Therefore, construction of livestock infrastructures might be a priority area of investing in livestock sub sector. Another area which highly needs investors is dairy farming and livestock processing industries such as milk processing, leather tanning and meat canning. Specifically, the District council needs to look at the following possibilities:

##### ***i. Tanneries and hides and skins industry***

For adding value to the hides and skins by fully processing them or semi processed (wet blue) before export.

##### ***ii. Chicken – Meat processing industry***

Singida is very prominent in the production of local chicken. Chicken meat of Singida is unique and has a palatable taste which attracts the market within and outside the region. Due to reliable source of chicken; the district is a good strategic area for investing in chicken-meat processing industry.

### **iii. Animal feeds**

Supplement feeds can be manufactured and sold to farmers. Fodder can also be grown and sold as hay or seeds that can be used to improve range land in the district.

Animal services and pharmaceuticals

Animal pharmaceutical shops and veterinary centers where qualified veterinary and livestock officers can offer consultancy services especially in remote areas.

### **iv. Livestock auction marts**

There is a need for improvement of available and construction of new livestock market infrastructure

## **2.2.9 The Infrastructure, Rural and Urban Development Division**

The Infrastructure, Rural and Urban Development is one of the Division in Singida District Council. That was formed in 2022, this is an important sector in the economy of any council due to its impact on the welfare of its citizens and the investment involved. This importance is propounded by the fact that Works Section, Roads Section, and Rural and Urban Development Section. has a major role to play in the socio-economic development of a council as it provides access to markets, production, jobs, health, education and other social services. An organization cannot build a good team of working professionals without good human resources, human resources play an essential role in developing a council's strategy as well as handling the employee-centered activities of a council. The core functions of Infrastructure, Rural and Urban Development Department include;

- i. Advise on matters related to construction industry;
- ii. Plan development of infrastructure;
- iii. Analyze and make recommendations on claims for payment of contractors;
- iv. Inspect construction works performed by Council and ensure their quality;
- v. Issue certificates to contractors for completed contracts;
- vi. undertake paving of new roads in collaboration with TARURA;
- vii. Establish and maintain cooperation with Institutions outside and inside the Country dealing with infrastructure issues;
- viii. Participate in facilitating resolution of land use conflicts;
- ix. Manage urbanization process in collaboration with Ministry responsible for land; and
- x. Oversee development of rural and urban settlements in collaboration with Ministry responsible for land.

The Infrastructure, Rural and Urban Development Division is made up by three (3) sections namely Works Section; Roads Section; and Rural and Urban Development Section.

### **A. Works Section**

The works section under Infrastructure, Rural and Urban Division is responsible with the following core functions;

- i. Provide advice on laws, regulations, procedures and all matters related to construction;
- ii. Analyze, interpret and manage the implementation of policies, laws and regulations on construction issues;
- iii. Prepare contracts related to buildings and installations;
- iv. Prepare and estimate construction costs;
- v. Follow up performance of contractors;
- vi. Analyze and make recommendations on payments claims from contractors;
- vii. Inspect buildings and ensure their quality;
- viii. Issue certificates to contractors for completed works as per contracts; and
- ix. Supervise operations of the Council workshops.

### **B. Roads Section**

The road section under Infrastructure, Rural and Urban Department is responsible with the following core functions;

- i. Provide advice on matters related to identification and paving of new roads;
- ii. Analyze, interpret and manage the implementation of policies, laws and regulations on paving roads;
- iii. Pave new roads in the surveyed land;
- iv. Prepare contracts for paving of new roads;
- v. Prepare cost estimates for roads paving;
- vi. Make follow up on performance of contractors;
- vii. Issue certificates to contractors for completed works as per contracts;
- viii. Analyze and make recommendations on payments claims from contractors;
- ix. Inspect paved roads to ensure quality; and
- x. Supervise construction and maintenance of bus terminals.

### **C. Rural and Urban Development Section**

The Rural and Urban Development Section forms one among of the three sections under Infrastructure, Rural and Urban Development Department its core functions include;

- i. Oversee development of rural and urban settlements in collaboration with the Ministry responsible for lands;
- ii. Manage environmental and social amenities;
- iii. Guide urban development planning, housing and sustainable land use;
- iv. Oversee and coordinate management of antiquities and tourism;
- v. Manage urbanization process in collaboration with the Ministry responsible for lands;
- vi. Coordinate and nurture evolution of emerging towns from village to urban settlements; and
- vii. Participate in facilitating resolution of land use conflicts.

### 2.2.9.1 SDC Road Network

Singida DC has a road network of 812.397 kilometers; out of which 0.7 kilometers are paved roads, 239.75 kilometers are gravel roads and kilometers are earth roads. 571.947 kilometers of this road stretch are currently in good condition. 452.75 km of roads are passable throughout the year, while 359.647 km are passable with difficulties during dry season only.

**Table 2.41: SDC road conditions**

| Road Surface Type | Road Condition (Km) |        |         |         | Remarks                                                    |
|-------------------|---------------------|--------|---------|---------|------------------------------------------------------------|
|                   | Good                | Fair   | Poor    | Total   |                                                            |
| Paved             | 0.7                 | 0.000  | 0.000   | 0.7     | Kilometers of paved roads should be increased              |
| Gravel            | 159.14              | 59.38  | 21.23   | 239.75  | Budgetfor rehabilitation/construction should be maintained |
| Earth             | 107.4               | 106.53 | 358.017 | 571.947 | Budgetfor rehabilitation/construction should be maintained |
| Total             | 267.24              | 165.91 | 379.247 | 812.397 |                                                            |

**Source: SDC Infrastructure, Rural and Urban Development Department, (2022).**

### 2.2.9.2 Road Set Compact

The status of SDC roads including 0 bridges, 405 culverts, 2,000 meters lined ditches, and no streetlights as indicated in Table 2.42.

**Table 2.42: SDC Road Set Compact**

| Element                                 | Unit             | Requirement | Available | Deficit |
|-----------------------------------------|------------------|-------------|-----------|---------|
| Bridges                                 | No.              | 45          | 0         | 45      |
| Culverts                                | No.              | 1698        | 405       | 1293    |
| Lined ditches                           | Meter            | 34,500      | 2000      | 32500   |
| Street Lighting                         | No.              | 186         | 0         | 186     |
| Road/Construction Equipment and Plants. | Motor grader     | 1           | 0         | 2       |
|                                         | Vibrating roller | 1           | 0         | 1       |
|                                         | Excavator        | 1           | 0         | 1       |
|                                         | Wheel loader     | 1           | 0         | 1       |
|                                         | Water bowser     | 2           | 0         | 2       |
|                                         | Low bed          | 1           | 0         | 1       |

**Source: SDC Infrastructure, Rural and Urban Development Department, (2022)**



### **2.2.10 Legal Services Unit**

Legal Unit is a crosscutting unit in the Council as it deals with legal issues concerning all departments in the Council. It is a unit which used to advice the Council on all matters pertaining to legal issues especially on all contracts between Council and other Stakeholders and other related issues. Its core functions include;

- i. Advise and assist the council in all legal related issues.
- ii. Drafting and review the by-laws of the Council.
- iii. Represent the council to the courts of law.
- iv. Review village by-law bills.
- v. Prepare, review and conduct vetting to contracts to ensure comply with relevant laws.
- vi. To provide legal aid to the community.
- vii. Train, coordinate and supervise the Ward and Village Tribunals.
- viii. To prepare and review various legal instruments.

#### **2.2.10.1 Village and Ward Tribunals**

Singida District Council has managed to establish 21 Ward Tribunals in the Council. And in the financial year 2020/2021 at the second quarter the Council planned to conduct training to all 21 Ward Tribunals within the Council.

#### **2.2.10.2 2.2.10.2 By-laws**

Under the Local Government (District Authorities) Act, Cap 287 R.E 2010 the council is legislative authority. The Council required by the law to make by laws, before any collection of levies from any source, during the financial year 2020/2021, the Council managed to implement different by-laws such as: The Service Levy by-laws GN no 183 of 2017, The Food Security and Agriculture by-laws GN no 189 of 2017, The Environment by laws GN 188 of 2017, The Forest and Environmental Protection by-law 185 of 2017, the Levy and Fees by-law GN no 178 of 2017 and Council standing Order GN no 438.

For the financial year 2020/2021, the Council through its Legal unit started to review the said by laws hereinabove especially the by-laws which dealing with collection of levy and fees.

#### **2.2.10.3 Vetting of the Contract**

Under the Public Procurement Act No. 7, 2011 section 60(10) and its regulation required all the contract which does not exceed one Billion should be vetted by the council Legal Officer, in the financial year of 2020/2021 the Legal Unit vetted the Contract No. SDC/HQ/2020/2021/W/FA/01, building of administration block at Mwahango Village.

#### **2.2.10.4 Legal Opinion**

The legal unit provided legal advice to the council on how to run all activities as required by laws this led better performance of the council due to the fact that it adheres with rule of Law such as:

- i. The procedures for leasing government asserts which located at Bomani, Ujenzi,

- Ipembe, and Utemini Sido within Singida Municipality.
- ii. Unbanked revenue collections (defaulters).

#### **2.2.11 Internal Audit Unit**

The internal audit unit is one among six units and thirteen departments in Singida District Council. It is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps accomplish council's objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes (International Professional Practices Framework (IPPF) 2009). The internal audit unit was established in according to section 48 of the Local Government Finance Act, 2001 and order 14 (1-2) of Local Authority Financial memorandum, 2009. These requires "every local authority to employ its own internal auditors who shall work closely with Head of Departments and shall be an independent appraisal of internal control within a Local Government Authority done by examining and evaluating the effectiveness and adequacy of such control. The Internal Auditor shall report directly to the Accounting Officer. The main functions of the internal audit unit include;

- i. Prepare annual risk-based audit plan
- ii. Prepare audit charter
- iii. Review and assess the adequacy and reliability of financial and non-financial, management and performance systems, and quality of data that support the controls (including those for risk management and corporate governance) established for the proper administration of the Council's activities.
- iv. Review and assess the effectiveness of internal controls and make recommendations to improve where appropriate.
- v. Review and assess procedures to check that the Council's assets and interests are properly
- vi. accounted for, adequately protected and risks are identified and effectively managed.
- vii. Check for the extent of compliance with legislation, Council policies, plans and procedures to ensure that good standards of management are maintained and that decisions taken by Council, its Committees and Management are correctly applied.
- viii. Promote and assist the Council in the economic, efficient and effective use of resources in the achievement of its objectives. This includes the provision of any consultancy (advice, facilitation, and training) work as well as assurance services.
- ix. Prepare four audit reports and submit them to the required authorities.

#### **2.2.12 Procurement Unit**

Establishment of all respective organs for procurement in Singida District Council as required by PPA of 2023, and regulations of 2024. The unit is the responsible for the acquisition of supplies, services and construction works in support of the Procuring Entity's business. The Procurement Management Unit is the entity within both Procuring Entity Authorized to issue invitations to bid, requests for proposal, request for quotations and issue contracts. The Procurement Management Unit issues purchase orders, develops terms of contracts, and acquires supplies and services. The

Procurement Management Unit also disposes of all surplus property and equipment.

The Procuring Entity's management clearly understands the importance of the procurement function and has tasked the Procurement Management Unit with the responsibility of accomplishing the following Objectives.

- i. Prepare required services, materials, equipment and construction while ensuring that quality, safety and cost –effectiveness are achieved.
- ii. Obtain the best value for money spent
- iii. Assure equity for all parties involved in the procurement process
- iv. Ensure that procurement transactions are conducted in a manner providing full and open competition whenever practicable.
- v. Solicit the participation of all qualified and responsible contractors and suppliers in the procurement process.

### 2.2.13 Information, Communication Technology Unit

The SDC ICT Unit form one among of the 11 units its core functions include;

- i. Implement National ICT and e-Government Policy;
- ii. Oversee development of internal ICT initiatives, policies and their implementation;
- iii. Design and maintain web-based applications and database;
- iv. Monitor ICT hardware and software utilization in the Council;
- v. Provide inputs in training needs assessment on ICT; and
- vi. Develop and maintain Council website.

**Table 2.43: SDC ICT Infrastructure**

| S/No. | Type of Asset/Category        | Asset Required | Asset Available | Deficit |
|-------|-------------------------------|----------------|-----------------|---------|
| 1     | Desktop Computers             | 68             | 33              | 35      |
| 2     | Laptops                       | 60             | 16              | 44      |
| 3     | Photocopier Machine           | 12             | 4               | 8       |
| 4     | Printer                       | 22             | 14              | 8       |
| 5     | Typewriter Machine            | 1              | 0               | 1       |
| 6     | Scanner                       | 16             | 10              | 4       |
| 7     | Fax Machine                   | 1              | 1               | 1       |
| 8     | Switch for network            | 16             | 7               | 9       |
| 9     | Router                        | 2              | 1               | 1       |
| 10    | Network Cabinet               | 9              | 7               | 1       |
| 11    | Mobile Electronic Device(pos) | 84             | 53              | 31      |
| 12    | Digital Camera                | 3              | 0               | 3       |
| 13    | IC Digital Recorder           | 8              | 0               | 8       |
| 14    | UPS                           | 20             | 10              | 10      |
| 15    | Wireless Access point         | 10             | 4               | 6       |
| 16    | Wide Screen 32"               | 4              | 2               | 2       |
| 17    | SINGIDA Domain                | 1              | 1               | 0       |
| 18    | SINGIDA DC Website            | 1              | 1               | 0       |
| 19    | LAN                           | 6              | 4               | 2       |
| 20    | Video Camera                  | 2              | 0               | 2       |

|    |                             |    |   |    |
|----|-----------------------------|----|---|----|
| 21 | USB Modem                   | 4  | 0 | 4  |
| 22 | GPS                         | 4  | 0 | 4  |
| 23 | Plotter Printer             | 2  | 0 | 2  |
| 24 | Projector                   | 6  | 2 | 4  |
| 25 | Video Conference Facilities | 2  | 0 | 2  |
| 26 | CCTV Camera                 | 16 | 0 | 16 |
| 27 | Attendance software system  | 3  | 0 | 3  |
| 28 | Tablet                      | 60 | 0 | 60 |

**Source: SDC ICT and Statistics Unit, (2022).**

#### **2.2.14 Finance and Accounts Unit**

Finance and Accounts Unit is among of 11 units within Singida District Council, this unit composed of five sections namely; Finance Administration, Revenue, Expenditure, as well as Final Accounts. The core functions of the department include;

- i. Provide advice on laws, regulations and procedures regarding Local Government finance and accounts;
- ii. Prepare operational and development revenue and expenditure projections in collaboration with others Divisions and Units;
- iii. Manage revenue and expenditure and make follow up on availability of funds from relevant authorities;
- iv. Administer LGA's funds according to financial laws, regulations and procedures;
- v. Manage preparation of finance reports and submit to relevant authorities;
- vi. Keep accounting records and ensure application of approved Government accounting systems;
- vii. Administer preparation of reports Local Authorities Accounting Committee (LAAC) and any other Government instructions;
- viii. Ensure accounting procedures and accounting books are adhered according to Local Authority Financial Memorandum;
- ix. Prepare financial reports of the Council;
- x. Authorize payments as per laid down financial procedures; and
- xi. Prepare responses on audit queries raised by Head of Internal Audit Unit and the Controller and Auditor General.

##### **2.2.14.1 Singida DC: Own Revenue Sources**

Singida District Council has 15 own revenue sources namely: - forest product cess (log cess and timber), sun flow product, unions, service levy, community health funds, business license and sales of plots among others. Revenue from food production and livestock market products contributes 63% of the total budget from own source followed by business licenses, and service levy 27%, community health funds 7% and other charges contribute 3%. Collection trend for previous three years, indicates that there is an improvement in own source revenue collection. Own source revenue collection has been increasing though in small amount. From 2014/15 Council has adopted electronic revenue collection system so as to strengthening internal control over revenue collection. The system is controlled at ministerial level and is known as Local Government Revenue Collection Integrated.

**Table 2.44: SDC Own source revenue collection - Budget estimates V/S Actual Performance for Financial Year 2019/20 - 2020/21**

| Revenue Sources       | 2018/2019      |                |      | 2019/2020      |                |      | 2020/2021      |                |      |
|-----------------------|----------------|----------------|------|----------------|----------------|------|----------------|----------------|------|
|                       | Budget         | Actual         | %    | Budget         | Actual         | %    | Budget         | Actual         | %    |
| Tender fees           | 5,000,000.00   | 1,802,435.25   | 36%  | 5,000,000.00   | 384,615.00     | 8%   | 5,000,000.00   | 405,000.00     | 8%   |
| By law fines          | 7,560,000.00   | 49,427,642.01  | 654% | 7,560,000.00   | 14,493,000.00  | 192% | 7,560,000.00   | 1,434,900.00   | 19%  |
| House rent            | 39,360,000.00  | 17,980,000.00  | 46%  | 39,360,000.00  | 32,720,000.00  | 83%  | 78,960,000.00  | 43,507,392.40  | 55%  |
| Village collection    | 126,000,000.00 | 307,874,730.10 | 244% | 126,000,000.00 | 370,625,000.00 | 294% | 126,000,000.00 | 364,378,412.00 | 289% |
| Hotel levy            | 30,000,000.00  | 20,230,623.66  | 67%  | 30,000,000.00  | 54,613,000.00  | 182% | 30,000,000.00  | 94,850,166.90  | 316% |
| Liquor license fee    | 5,040,000.00   | 1,000,000.00   | 20%  | 5,040,000.00   | 970,000.00     | 19%  | 3,600,000.00   | 5,675,600.00   | 158% |
| Business license fee  | 56,000,000.00  | 24,534,000.00  | 44%  | 10,000,000.00  | 18,733,000.00  | 187% | 14,000,000.00  | 21,509,000.00  | 154% |
| Sales of books        | 10,000,000.00  | 3,930,511.38   | 39%  | -              | -              | 0%   | 9,000,000.00   | 8,047,500.00   | 89%  |
| Parking fee           | 5,346,000.00   |                | 0%   | 5,346,000.00   |                | 0%   | 5,346,000.00   | -              | 0%   |
| Other charges         | 10,000,000.00  | 20,498,308.53  | 205% | -              | -              | 0%   | -              | -              | 0%   |
| Hotel levy            |                |                | 0%   | -              | -              | 0%   | 5,040,000.00   | 1,842,307.60   | 37%  |
| Live stock market fee | 63,400,000.00  | 72,554,791.27  | 114% | 63,400,000.00  | 40,298,000.00  | 64%  | 60,000,000.00  | 43,102,998.92  | 72%  |
| Cow slaughter fee     | 60,000,000.00  | 8,424,111.00   | 14%  | 60,000,000.00  | 2,059,000.00   | 3%   | 42,500,000.00  | 2,269,450.00   | 5%   |
| Fishing fee           | 5,750,000.00   | 2,404,105.00   | 42%  | 5,750,000.00   | 1,916,000.00   | 33%  | 5,750,000.00   | 12,828,950.00  | 223% |
| Other charges fee     | 21,454,500.00  |                | 0%   | 21,454,500.00  | 12,867,000.00  | 60%  | 29,757,000.00  | 21,128,400.00  | 71%  |
| Other food crops      | 516,007,000.00 | 397,406,795.03 | 77%  | 516,007,000.00 | 469,695,906.40 | 91%  | 564,430,000.00 | 441,159,002.41 | 78%  |
| Other producers aces  | 8,730,000.00   | 11,228,000.00  | 129% | 8,730,000.00   | 13,700,000.00  | 157% | 14,000,000.00  | 9,446,800.00   | 67%  |
| By law fines          | -              | -              | 0%   | -              | -              | 0%   | 73,077,000.00  | 53,778,036.48  | 74%  |

|                             |                         |                         |            |                         |                         |            |                         |                         |            |
|-----------------------------|-------------------------|-------------------------|------------|-------------------------|-------------------------|------------|-------------------------|-------------------------|------------|
| Health contribution fund    | 161,000,000.00          | 54,180,000.00           | 34%        | 131,000,000.00          | 23,156,000.00           | 18%        | 107,000,000.00          | 50,511,331.14           | 47%        |
| NHIF                        | 15,230,000.00           | 73,880,970.00           | 485%       | 15,230,000.00           | 16,119,000.00           | 106%       | 15,230,000.00           | 27,976,086.51           | 184%       |
| Tuition fee                 | 28,070,000.00           | 65,647,000.00           | 234%       | 28,070,000.00           | 33,091,906.00           | 118%       | 192,150,000.00          | 99,638,400.00           | 52%        |
| Parking fees                | 8,030,000.00            | 2,423,740.00            | 30%        | 8,030,000.00            | 3,181,000.00            | 40%        | 14,600,000.00           | 8,296,100.00            | 57%        |
| Building permit             | -                       | -                       | 0%         | 46,000,000.00           | 5,393,000.00            | 12%        | 35,000,000.00           | 2,007,600.00            | 6%         |
| Land and survey service fee | 30,000,000.00           | -                       | 0%         | 30,000,000.00           | 6,730,000.00            | 22%        | 110,000,000.00          | 13,944,521.17           | 13%        |
| Forest royalties            | 30,000,000.00           | 4,214,000.00            | 14%        | 30,000,000.00           | 10,814,000.00           | 36%        | 30,000,000.00           | 13,414,501.00           | 45%        |
| Land and survey service fee | 128,400,000.00          | 532,700.00              | 0%         | 180,000,000.00          |                         | 0%         | -                       | -                       | 0%         |
| <b>Total collection</b>     | <b>1,370,377,500.00</b> | <b>1,140,174,463.23</b> | <b>83%</b> | <b>1,371,977,500.00</b> | <b>1,154,100,521.40</b> | <b>84%</b> | <b>1,578,000,000.00</b> | <b>1,341,152,456.53</b> | <b>85%</b> |

Source: SDC Finance and Accounts Unit, (2021).

#### **2.2.14.2 Singida DC: CAG Auditing Reports**

Singida District Council prepares its financial statement in accordance with International Public Sector Accounting Standards (IPSAS) and other governing laws and regulations pertaining to closure of Government accounts. Also, for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error as per the Statement of Management responsibility on the Financial Statements. The Local Government Finance Act 1982 section 40 requires every Local Government Council (LGA) to prepare financial statements of the Council for every financial year, as at the end of the financial period, that gives a true and fair view of the situation of the council for that period. This legal requirement is further emphasized by the Local Authority Financial Memorandum (LAFM) of 2010, Order No. 31.

#### **2.2.15 Waste Management and Sanitation Unit**

The Waste Management and Sanitation Unit is among of 11 Units in Singida District Council. It was established in 2022, following restructuring of different departments. Its core functions include;

- i. Prepare short- and long-term plans and programs for waste management and sanitation;
- ii. Interpret and supervise implementation of policies, laws and procedures on provision of waste management and sanitation service.
- iii. Coordinate training on waste management and sanitation issues;
- iv. Coordinate and supervise waste management and sanitation projects;
- v. Supervise implementation of waste management and sanitation contracts;
- vi. Create awareness on hygiene and sanitary issue in communities and public facilities;
- vii. Develop techniques for waste management and sanitation issues; and
- viii. Develop and manage database on waste management and sanitation.
- ix. Coordinate Environmental Impact Assessment, Strategic Environmental Assessment and Environmental Audit

##### **2.2.15.1 Solid Waste Current Situation**

SDC Currently produces almost 0.396 tons of solid wastes daily, whereby a single household produces almost 2.5 kg of solid wastes per day. Solid waste production has surpassed the ability of the District to carry solid wastes which is about 2.583 tons per week. The situation also is expected to increase due to increase in economic activities that lead to population increase.

##### **2.2.15.2 Solid Waste Management**

Solid and liquid management are organized by community leaders at village/hamlets/street level and community-based organizations (CBO). There is 1 crude dumpsite in 1 ward, there are 3 collection points in 3 wards, and 1 refuse at 1 ward, the remaining 18 wards use refuse pits to dispose solid waste. Solid waste from different sources are taken to the collection pits and refuse bays which are later 0.08 tons are taken for reused and recycled, 2.04 tons used as manure in the farms while 0.46 tons are transported to the dumpsite.



**Table 2.45: SDC Solid Waste Generation**

| S/N | Solid Waste Generated /Day | Solid Waste Disposed Off/Day | % Of Solid Waste Disposed/Day |
|-----|----------------------------|------------------------------|-------------------------------|
| 1   | 25                         | 15                           | 60                            |

Source: SDC Waste Management and Sanitation Unit (2022)

### 2.2.15.3 Equipment and Facilities for Waste Management

The council has no solid waste collection vehicles. However, there are no cesspit emptying vehicles; one owned by private vehicle.

**Table 2.46: SDC S Waste Equipment**

| S/N | Item          | Needed | Available | Deficit | %  |
|-----|---------------|--------|-----------|---------|----|
| 1   | Tipper Trucks | 3      | 0         | 0       | 0% |
| 2   | Tricycles     | 7      | 0         | 0       | 0% |
| 3   | Wheel loader  | 1      | 0         | 1       | 0% |
| 4   | Skip buckets  | 21     | 0         | 21      | 0% |
| 5   | Skip crane    | 2      | 0         | 2       | 0% |
| 6   | Compactor     | 2      | 0         | 2       | 0% |

### 2.2.16 Government Communication Unit

The Singida District Council (GCU) forms one among units within the council. Its core functions include:

- i. Promote LGA's policies, functions and programs
- ii. Update LGA's information on the website
- iii. Prepare and implement communication strategy
- iv. Engage in dialogue with the public as well as media on various issues concerning the council
- v. Produce and disseminate documents such as brochures articles newsletters and
- vi. Coordinate press briefings

#### 2.2.16.1 GCU infrastructure in SDC

Currently the SDC Government Unit is resourced with several infrastructures and resources that facilitate daily operations as indicated in the Table 2.47:

**Table 2.47: GCU infrastructure in SDC**

| S/No. | Type of asset/category | Asset required | Asset available | Deficit |
|-------|------------------------|----------------|-----------------|---------|
| 1     | Desktop computers      | 3              | 1               | 2       |
| 2     | laptops                | 2              | 0               | 2       |
| 3     | Digital camera         | 1              | 0               | 1       |
| 4     | Digital recorder       | 1              | 0               | 1       |
| 5     | Speed light            | 1              | 0               | 1       |
| 6     | Microphone             | 2              | 0               | 2       |
| 7     | External driver        | 1              | 0               | 1       |
| 8     | Office Cabinet shelfe  | 1              | 0               | 1       |
| 9     | Office Table           | 2              | 1               | 1       |

**Source: Government Communication Unit (2022)**

### 2.2.17 Sports, Culture and Arts Unit

The Sports, Culture and Arts Unit is among of the nine units of Singida District Council. It was established in 2022 to provide expertise on arts, sports development and culture preservation. Its core functions are: -

- i. Conduct search on the identification, development and nurturing of people with talents to increase participation and excellence in sports, culture and arts;
- ii. Create and coordinate links between LGA, key stakeholders and agencies for promotion of local culture, arts and sports activities;
- iii. Organize, develop and deliver diverse range of inclusive sporting activities;
- iv. Coordinate the preservation and protection of community's parks and areas allocated for sports and recreation purposes;
- v. Prepare and provide mass participation opportunities in sports, culture and arts across the age spectrum to promote active and physically lifestyles;
- vii. Organize community festivals to celebrate local cultural diversity;
- viii. Promote participation development and training of all stakeholders in quality and sustainable

- sports, culture and arts programmes in the LGA;
- ix. Conduct monitoring and evaluation of educational services and training in sports, culture and arts; and
- x. To coordinate and organize schools' sports, culture and arts events in the LGA

## **2.3 Policy and Planning Frameworks**

The development of the Singida District Council's five-year strategic plan for the period 2021/22 to 2025/26 involved a thorough examination of various planning frameworks and strategies at international, regional, and national levels. This analysis aimed to ensure that the strategic plan aligns effectively with broader national and global policies. By integrating these frameworks, the plan seeks to enhance coherence and relevance, promoting sustainable development and addressing local needs within the context of wider strategic objectives.

### **2.3.1 The Tanzania Development Vision 2025**

The Vision is an articulation of a desirable future condition or situation which Tanzania envisages to attain and the plausible course of action to be taken for its achievement. The objective of the vision is to awaken, coordinate and direct the people's efforts, minds and national resources towards those core sectors that will enable us to attain our development goals. The aspects of Tanzania's Development Vision (TDV) 2025 which aspires to have Tanzania transformed into a middle income and semi-industrialized nation by 2025, characterized by the year 2025: (i) high quality and sustainable livelihoods; (ii) peace, stability and unity; (iii) good governance and the rule of law; (iv) an educated and learning society; and (v) a strong and competitive economy.

Adopted by the government in 1999, with implementation commencing in 2000, this vision serves as a roadmap for achieving significant national objectives. Its primary aim is to galvanize, coordinate, and direct the efforts and resources of the populace toward pivotal sectors essential for realizing development goals. In this context, the Singida District Council has taken significant steps to integrate the principles and objectives of TDV 2025 into its strategic planning process. By aligning its Strategic Plan with the national vision, the council aims to ensure that local initiatives contribute effectively to the overarching goals of national development, thereby enhancing the socio-economic well-being of its constituents and fostering sustainable growth in the region.

### **2.3.2 The Third National Five-Year Development Plan 2021/22 – 2025/26**

The Third National Five-Year Development Plan (FYDP III) for 2021/22 to 2025/26 serves as a critical component of the Long-Term Perspective Plan (LTPP) 2011/12 to 2025/26, acting as a pathway to achieve the Tanzania Development Vision 2025 (TDV 2025). This development plan represents the culmination of efforts to implement TDV 2025, building upon the progress made since its inception. FYDP III is designed to create a conducive environment for capitalizing on the achievements realized thus far, focusing on the enhancement of economic opportunities, the establishment of an industrial economy, and the promotion of competitiveness in both domestic and international markets.

The theme of FYDP III has evolved from "Realizing Competitiveness–Led Export Growth," as outlined in the LTPP, to "Realizing Competitiveness and Industrialization for Human Development." This shift reflects a deeper commitment to fostering a robust, competitive economy that aspires to reach middle-income status while simultaneously prioritizing human development. The plan aims to leverage Tanzania's geographical advantages and resources to drive production and economic growth, ensuring that the benefits are equitably distributed among all citizens, in line with the vision of enhancing the quality of life.

As a guiding framework for the country's future long-term development, FYDP III emphasizes the vital role of Science, Technology, and Innovation (STI) as well as digitalization. By fostering skills development and harnessing creative potential, the plan aims to position Tanzania at the forefront of global advancements. Additionally, FYDP III seeks to implement various sectoral strategic plans, agreements, and regional and international initiatives, including the Sustainable Development Goals (SDGs), to accelerate both economic growth and social development.

The FYDP III highlights the need to increase local revenue sources for LGAs, encourage public-private partnerships (PPPs), and enhance the capacity of LGAs to develop bankable projects. It also emphasizes the importance of effective financial resource management and the delivery of high-quality services. In formulating the Singida District Council (SDC) Strategic Plan for 2021/22 to 2025/26, the council has considered the aspirations outlined in FYDP III to reflect the monitoring and evaluation (M&E) actions prescribed by FYDP III, ensuring alignment with the national objectives. In this context, the SDC Strategic Plan has translated these aspirations into specific council projects and initiatives across various divisions and units, ensuring that local strategies are responsive to national development goals and contribute to the overall vision for Tanzania's future.

### **2.3.3 Ruling Part Manifesto 2020-2025**

The formulation and development of the Singida District Council Strategic Plan are closely aligned with the 2020-2025 manifesto of the ruling party, Chama Cha Mapinduzi (CCM). This manifesto serves as a crucial guideline for national development frameworks and builds on the achievements of the 2015 election manifesto. It aligns with several key policy visions, including the National Development Vision 2025 and the Zanzibar Development Vision 2020-2050. Over the next five years, CCM aims to improve the lives of all Tanzanians, eradicate poverty, and solidify the country's status as a middle-income economy.

To achieve these objectives, the CCM government has identified several priorities that will inform local strategic planning, including the Singida District Council's initiatives. Key focus areas include strengthening good governance and justice to maintain national unity, promoting a modern and inclusive economy supported by robust infrastructure, and transforming agriculture, livestock, and fisheries to ensure food security. The plan also emphasizes enhancing access to quality healthcare, education, water, and electricity, while encouraging the use of research and technology for socio-economic development. Additionally, creating seven million jobs for youth in both formal and informal sectors is a

priority, which will directly influence the council's strategic initiatives and contribute to local economic growth.

#### **2.3.4 The Tanzania Local Government (District Authorities) Act of 1982**

The Tanzania Local Government (District Authorities) Act of 1982 is a significant legislative framework aimed at decentralizing governance and enhancing local administrative autonomy in Tanzania. This Act established district authorities as the primary units of local government, empowering them to manage various local services and resources effectively. The framework aimed to promote community participation in decision-making processes, allowing local populations to have a direct influence on development initiatives. The Act outlined the structure, powers, and functions of district councils, which included responsibilities for education, health, agriculture, and infrastructure development, thereby fostering a more responsive and accountable form of governance at the grassroots level.

In the context of Singida District, the rationale for formulating a strategic plan is deeply rooted in the objectives of the 1982 Act, alongside contemporary challenges facing the district. Singida, like many LGAs in Tanzania, grapples with issues such as poverty, limited infrastructure, and inadequate service delivery. A strategic plan for the Singida District Council is essential for aligning local governance structures with the broader goals of national development, ensuring that resources are effectively allocated and utilized to meet community needs. This planning process not only enhances the capacity of the district council to fulfill its mandates but also reinforces community participation in governance. By developing a clear framework for action, the Singida District Council can better address local challenges, promote sustainable development, and ultimately improve the quality of life for its residents, in alignment with the principles set forth by the Local Government Act.

#### **2.3.5 Sustainable Development Goals (SDGs) 2030**

The Sustainable Development Goals (SDGs) are a universal call to action established by the United Nations in 2015, aiming to address global challenges such as poverty, inequality, climate change, environmental degradation, peace, and justice. Comprising 17 goals and 169 targets, the SDGs set a framework for countries to achieve sustainable development by 2030. The objectives promote a holistic approach to development, ensuring that economic growth, social inclusion, and environmental protection are integrated into national and local development plans.

In Tanzania, local government authorities (LGAs) play a critical role in implementing the SDGs at the community level. They are responsible for planning, resource allocation, and service delivery, making them pivotal in translating national policies into actionable local initiatives. The involvement of LGAs is crucial for achieving the SDGs, as they can tailor strategies to address specific local needs while ensuring alignment with national goals.

The Singida District Council Strategic Plan (2021/22-2025/26) serves as a prime tool to effectively integrate the Sustainable Development Goals (SDGs) into its development frameworks. The SP has adopted a localized approach, identifying specific SDGs that resonate with the district's socio-economic

context. By aligning its strategic priorities with these goals, the council SP ensures that its initiatives contribute not only to local needs but also to broader national and global objectives. The SP emphasizes inclusivity by addressing poverty and inequality, particularly through initiatives that enhance access to education and promote gender equality, thereby uplifting marginalized communities.

Moreover, the strategic plan focuses on stimulating economic growth and job creation in alignment with SDG 8, targeting local industries, agriculture, and entrepreneurship to create sustainable opportunities. Environmental sustainability is also a key consideration, with strategies promoting responsible land use and conservation practices that align with SDG 15. The SP recognizes the importance of multi-stakeholder partnerships, as outlined in SDG 17, collaborating with local businesses, NGOs, and community organizations to enhance resource mobilization. Additionally, the plan includes robust monitoring and evaluation mechanisms to track progress toward the SDGs, ensuring accountability and adaptability. By prioritizing capacity building for local leaders and community members, the council will foster a culture of sustainability and civic engagement, empowering residents to actively participate in achieving these critical goals.

### **2.3.6 African Agenda 2063**

African Agenda 2063 is a strategic framework developed by the African Union (AU) to guide the continent's socio-economic transformation and integration over the next several decades. Launched in 2013, the agenda envisions a prosperous Africa based on inclusive growth and sustainable development. It aims to address the continent's challenges—such as poverty, inequality, and political instability—while harnessing its vast resources and potential. The agenda outlines seven aspirations, including a prosperous Africa, an integrated continent, a politically united Africa, and a continent with a strong cultural identity and values. It emphasizes the importance of sustainable development, good governance, and youth empowerment as key drivers for achieving these goals.

In Tanzania, local government authorities (LGAs) including the Singida District Council play a crucial role in realizing the goals of African Agenda 2063 at the grassroots level. The Singida District Council has the potential to translate the broader aspirations of the Agenda into localized initiatives that address specific community needs while aligning with national policies. In this regard, the SDC-SP focuses on enhancing agricultural productivity and food security, which is a key component of Aspiration 1, that seeks to achieve a prosperous Africa based on inclusive growth. By implementing agricultural development programs, the council can improve livelihoods, reduce poverty, and ensure food sovereignty for its residents.

Furthermore, the council's strategic planning process considered the importance of regional integration, as outlined in Aspiration 2 of the Agenda. By fostering partnerships with neighboring districts and regions, the Singida District Council can promote trade, cultural exchange, and collaborative development initiatives, contributing to a more integrated Tanzania and, by extension, a more unified Africa. Additionally, the emphasis on good governance and accountability in African Agenda 2063 aligns with the council's need to ensure transparency and citizen participation in local governance. This can be



achieved through community engagement initiatives and capacity-building programs aimed at empowering local leaders and residents to actively participate in decision-making processes.

Moreover, the SP has incorporated the principles of environmental sustainability and climate resilience highlighted in the Agenda. By promoting sustainable land management practices, water resource management, and conservation efforts, the Singida District Council can contribute to the Agenda, which focuses on environmental sustainability and climate resilience. This approach not only protects local ecosystems but also enhances community welfare and resilience to climate change impacts.

### **2.3.7 East African Vision 2050**

East African Vision 2050 is a strategic framework aimed at guiding the socio-economic development of the East African Community (EAC) member states, including Tanzania, Kenya, Uganda, Rwanda, Burundi, Congo DR, Somalia and South Sudan. Launched to align national policies with regional aspirations, this vision seeks to create a prosperous, integrated, and peaceful East Africa characterized by sustainable development, shared prosperity, and enhanced regional cooperation. The vision outlines key priorities such as promoting economic growth, improving infrastructure, fostering good governance, and ensuring environmental sustainability. It aspires to transform the region into a competitive global player while addressing critical issues such as poverty, inequality, and climate change.

Local government authorities (LGAs) in Tanzania, such as the Singida District Council, are essential for implementing the East African Vision 2050 at the community level. The council will transform regional aspirations into specific initiatives that address local needs while aligning with national policies. This includes promoting economic growth through development programs focused on agriculture, trade, and small-scale industries, which can enhance local livelihoods, alleviate poverty, and ensure food security.

Additionally, the vision emphasizes infrastructure development as a crucial driver of economic growth. The Singida District Council Strategic Plan has prioritized projects like road construction, water supply, and energy access to improve trade and residents' quality of life, thereby fostering regional integration. Incorporating principles of good governance, transparency, and citizen engagement further empowers local communities in decision-making processes. By integrating sustainable practices into its strategic planning, the council can also address environmental challenges, contributing to long-term resilience and sustainability in the region.

### **2.3.8 HIV/AIDS and Non-Communicable Diseases Guideline of 2014**

Since 1999, HIV/AIDS was declared a national emergency, prompting the Government to implement various initiatives aimed at reducing infection rates through care, support, and public awareness campaigns. Additionally, non-communicable diseases have been identified as a significant threat to the country's socio-economic development. To safeguard public health, the Government, through its public institutions, is responsible for providing care and support in combating these diseases in workplaces.



As a Local Government Authority, the SDC adheres to the guidelines stipulated in Chapter 3 of the relevant regulations. In alignment with this, the SDC allocates funds to promote care and support while raising awareness among its staff about the importance of fighting both HIV/AIDS and non-communicable diseases.

### 2.3.9 National Anti-Corruption Strategy

The Government of Tanzania has underscored the importance of good governance as a key priority for achieving national development objectives. Effective governance is crucial for fostering and enhancing peace, stability, economic growth, social welfare, and poverty alleviation. It plays a vital role in implementing various reforms across the public sector, including public service, financial management, the legal system, and local governance.

A significant tool for promoting good governance is the National Anti-Corruption Strategy, which aims to enhance the effectiveness, transparency, and accountability of public service delivery. This strategy focuses on implementing robust measures to combat corruption, building capacity for anti-corruption efforts, and ensuring strong political leadership in the fight against corruption. The SDC is committed to creating a corruption-free environment and will continue to strengthen its anti-corruption mechanisms to achieve this goal.

## 2.4 Performance Reviews

The performance review of Singida District Council was based on assessment of the implementation of the past five years' strategic plan 2016/17-2020/21. The major focus of the performance review was to assess how far Singida District Council managed to achieve its targets, as well as possible factors that constrained the achievements. The performance review was fundamental towards revitalizing the next Singida District Council five years' strategic plan 2021/22-2025/26. The review considered every target that was set in each service area as follows.

### 2.4.1 Result area: Agriculture, irrigation and cooperatives Strategic objectives:

| No. | Objectives                                                                               | Targets                                                                     | Achievement                                                  | Constraints                                     | Way forward                                            |
|-----|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------|
| 1   | Service Improved and HIV Infection Reduced                                               | 200 farmers Sensitization on HIV/AIDS Infection to 200 Farmers by June,2021 | 150 farmers Sensitized on HIV/AIDS Infection                 | Inadequate funds                                | To be sustained in the next five years strategic plan. |
| 2   | Effective Implementation of the National Anti-Corruption Strategy and Enhanced Sustained | 25 Agriculture Staff Capacitated on the Effect of Corruption by June, 2021  | 25 Agriculture Staff Capacitated on the Effect of Corruption | Inadequate funds for monitoring and supervision | To be sustained in the next five years strategic plan. |
| 3   | Access to Quality and Equitable Social                                                   | 20 Extension Staff Capacitated on                                           | 20 Extension Staff Capacitated on                            | Inadequate funds for monitoring                 | Solicit fund in the next five years                    |

|   |                                                                              |          |                                                                                                                              |                                                                                                               |                                                                    |                                                        |
|---|------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------|
|   | Services Improved                                                            | Delivery | Agriculture Extension Skills by June 2021                                                                                    | Agriculture Extension Skills                                                                                  | and supervision                                                    | strategic plan                                         |
|   |                                                                              |          | Increased Number of Saccos from 17 to 29 By 2021                                                                             | Number of Saccos increased from 17 to 20                                                                      | Inadequate funds for Sensitization of community.                   | Solicit fund in the next five years strategic plan     |
|   |                                                                              |          | 300 SACCOS/AMCOS committee capacitated on SACCO's management and supervisions by June 2021                                   | 140 SACCOS/AMCOS committee members capacitated on management and supervisions                                 | Inadequate funds                                                   | To be sustained in the next five years strategic plan. |
| 4 | Quality and quantity of socio-economic services and infrastructure increased |          | Provision of technical knowledge in crop production and marketing to 2,200 farmers by June 2021                              | 1782 farmers provided technical knowledge in crop production and marketing.                                   | Inadequate funds                                                   | Solicit fund in the next five years strategic plan     |
|   |                                                                              |          | Awareness creation on the use of improved agriculture implements and Environmental conservation to 30 villages by June, 2021 | Awareness created to 30 villages on the use of improved agriculture implements and Environmental conservation | Inadequate fund for awareness creation of improved farm implements | Solicit fund in the next five years strategic plan     |
|   |                                                                              |          | Efficiency on the use of improved implements to 200 farmers enhanced by June 2021.                                           | 150 farmers enhanced on the use of improved farm implements                                                   | Inadequate fund for awareness creation of improved farm implements | Solicit fund in the next five years strategic plan     |
|   |                                                                              |          | Increased number of irrigation scheme from two to five by June 2021.                                                         | Not implemented                                                                                               | Shortage of funds                                                  | Solicit fund in the next five years strategic plan     |
|   |                                                                              |          | Agriculture infrastructure/facilities in improved from 30% to 40% by June 2021                                               | 35% agriculture infrastructure/facilities improved.                                                           | Inadequate funds                                                   | Solicit fund in the next five years strategic plan     |
| 5 | Good governance and administrative services enhanced                         |          | Conducive working environment to 65 extension staff ensured by June, 2021                                                    | 25 extension staff ensured conducive working environment                                                      | Inadequate funds                                                   | Solicit fund in the next five years strategic plan     |

### 2.4.2 Result Area: Livestock and fisheries Strategic objectives

| S/N | Objectives                                                                               | Targets                                                                                                      | Achievement                                                         | Constraints                                     | Way forward                                            |
|-----|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------|
| 1   | Service improved and HIV infection reduced                                               | Sensitization on HIV/AIDS Infection to 20 livestock staff by June, 2021                                      | 20 livestock staff sensitized on HIV/AIDS Infection.                | Inadequate funds for monitoring and supervision | Solicit fund in the next five years strategic plan     |
| 2   | Effective implementation of the national anti-corruption strategy enhanced and sustained | 20 livestock staff capacitated on the effect of corruption by June, 2021                                     | 20 livestock staff capacitated on the effect of corruption          | Inadequate funds for monitoring and supervision | Solicit fund in the next five years strategic plan     |
| 3   | Access to Quality and Equitable Social Services Delivery Improved                        | 1650 Livestock keeper capacitated on production and marketing skills in 21 Ward and 84 Village by June 2021. | 957 Livestock keeper capacitated on production and marketing skills | Inadequate funds                                | Solicit fund in the next five years strategic plan     |
|     |                                                                                          | Provision of conducive working environment to 20 extension staff improved by June, 2021                      | 5 extension staff ensured conducive working environment             | Inadequate funds                                | To be sustained in the next five years strategic plan. |
| 4   | Quality and Quantity of Socio-Economic Services and Infrastructure Increased             | Livestock markets and infrastructures/facilities improved from 20 to 40% by June 2021.                       | 25% Livestock markets and infrastructures/facilities improved.      | Inadequate funds                                | To be sustained in the next five years strategic plan. |
|     |                                                                                          | Livestock mortality rates reduced from 20% to 10% by June, 2021                                              | 15 % Livestock mortality rates reduced                              | Inadequate funds                                | Solicit fund in the next five years strategic plan     |
|     |                                                                                          | Management and production of fish improved from 9% to 15% by June, 2021                                      | Management and production of fish Improved by 12%                   | Inadequate funds                                | Solicit fund in the next five years strategic plan     |

### 2.4.3 Result Area: Health Department

| Objective                                                            | Target                                                                          | Achievement                                                           | Constraints                                                                                        | Way Forward                                                 |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| C: Access to Quality and Equitable Social Services Delivery Improved | Prevalence rate of HIV among OPD case is reduced from 11.3 to 4.5% by June 2021 | Prevalence rate of HIV among OPD case is reduced by 5.5% by June 2021 | Low number of CTC facility;<br>Shortage of transportation during distribution HIV kits, ARVs etc). | To be carried forward in the next five years strategic plan |
| C: Access to Quality and                                             | Availability of medicine, medical                                               | Availability of medicine, medical                                     | Shortage of some medical, medical equipment and                                                    | To be carried forward in the next                           |

|                                                                   |                                                                                                 |                                                                                                                                                    |                                                                                                                                         |                                                             |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Equitable Social Services Delivery Improved                       | equipment and medical supplies improved from 95.2% to 100% by June 2021                         | equipment and medical supplies improved to 96%                                                                                                     | medical supplies from MSD<br>Low number pharmacy in our facility<br>Inadequate knowledge to health care worker on elms use              | five years strategic plan                                   |
| Access to Quality and Equitable Social Services Delivery Improved | Reduced unregistered tradition and alternative medicine providers from 40 % to 20% by June 2021 | Reduced unregistered tradition and alternative medicine to 10% by June 2021                                                                        | Low number of traditional medicine providers identified                                                                                 | To be carried forward in the next five years strategic plan |
| Access to Quality and Equitable Social Services Delivery Improved | Maternal mortality rate reduced from 4 (60/100000lb) to 3 (45/100000lb) for the year 2021       | Constant supply of medicine and supplies throughout the year to ensure good health of maternal hence enabling reduction to 3/100,000 by June 2021  | In adequate skilled personnel<br>Instability of vaccine e.g. measles<br>Infrastructures are not user friendly.<br>Insufficiency of fund | To be carried forward in the next five years strategic plan |
| Access to quality and equitable social services delivery Improved | Infant mortality rate reduced from 52/1000 to 30/1000 by June 2021                              | Constant supply of medicine and supplies throughout the year to ensure good health of infant hence enabling reduction to 30/100,000 by June 2021   | In adequate skilled personnel                                                                                                           | To be carried forward in the next five years strategic plan |
|                                                                   | 6 Neonatal mortality rate reduced from 52 (8/1000 LB) to 48 (7/1000 LB) by Jun-21               | Constant supply of medicine and supplies throughout the year to ensure good health of neonatal hence enabling reduction to 40                      | In adequate skilled personnel<br>Instability of vaccine e.g. measles.<br>Infrastructures are not user friendly.<br>Insufficiency fund   | To be carried forward in the next five years strategic plan |
|                                                                   | Malaria prevalence reduced from 45.2% to 33% by June 2021                                       | Constant supply of Artemisinin combination therapy and rapid diagnostic test for malaria throughout the year enabled to reduce to 15% by June 2021 | Lack of larvicides;<br>Shortage of supplies;<br>Insufficient fund(registers);<br>Inadequate knowledge to health care worker on elms use | To be carried forward in the next five years strategic plan |

|                                                                     |                                                                                                                     |                                                                                                      |                                                                                                                                                                                  |                                                             |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| C Access to Quality and Equitable Social Services Delivery Improved | Shortage of Health Facilities infrastructure reduced from 40% to 20% by June 2021                                   | Health Facilities infrastructure reduced by 20%                                                      | Insufficient budget for completion of facilities Inflation                                                                                                                       | To be carried forward in the next five years strategic plan |
| C Access to Quality and Equitable Social Services Delivery Improved | Shortage of skills and mixed human resource for health reduced from 68% to 55% for the year 2021                    | Shortage of skills and mixed human resource for health still high by 45% by June 2021                | Shortage of skilled staff. Lack of relevant on job training conducted in various health facilities staff Minimum numbers of staff recruitments per year compared to requirements | To be carried forward in the next five years strategic plan |
| C Access to Quality and Equitable Social Services Delivery Improved | Community participation and involvement in health promotion actions to be strengthened from 65% to 70% by June 2021 | Community participation and involvement in health promotion actions strengthened by 15% by June 2021 | Inadequate knowledge to community /health care workers Insufficiency of fund                                                                                                     | To be carried forward in the next five years strategic plan |
| Access to Quality and Equitable Social Services Delivery Improved   | Increase coverage of covid-19 vaccination from 24.9% to 70% by June 2021                                            | Coverage of covid-19 vaccination increased to 30%                                                    | Inadequate knowledge to the community                                                                                                                                            | To be carried forward in the next five years strategic plan |
| Access to Quality and Equitable Social Services Delivery Improved   | Prevalence of oral diseases among OPD cases reduced from 0.6% to 0.3% by June 2021                                  | Prevalence of oral diseases among OPD cases reduced by 20%                                           | Inadequate knowledge to the community low number of facilities to access dental services Low number of dental personals Insufficient fund                                        | To be carried forward in the next five years strategic plan |
| Access to Quality and Equitable Social Services Delivery Improved   | Prevalence of eye diseases among OPD cases reduced from 0.2% to 0.1% by June 2021                                   | Prevalence of eye diseases among OPD cases reduced to 0.5%                                           | Inadequate knowledge to the community low number of facilities to access dental services Low number of dental personals Insufficient fund                                        | To be carried forward in the next five years strategic plan |
| Access to Quality and Equitable Social Services Delivery Improved   | TB case detection rate increased from 91.1% to 95% by June 2021                                                     | TB case detection rate increased by 57                                                               | Low number of clients screening to every entry point                                                                                                                             | To be carried forward in the next five years strategic plan |
| Access to Quality and Equitable Social Services Delivery Improved   | High incidence of Onchocerciasis reduced from 8% to 4% by June 2021                                                 | High incidence of Onchocerciasis reduced to 2% by June 2021                                          | Inadequate knowledge to the community Insufficient fund                                                                                                                          | To be carried forward in the next five years strategic plan |

|                                                                              |                                                                                                                                                   |                                                                                                                         |                                                                                                            |                                                             |
|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Good Governance and Administrative Services Enhanced                         | Organization Structures and Institutional Management at all levels strengthened from 68 % to 70 % by June 2021                                    | Organization Structures and Institutional Management at all levels strengthened to 70 % by June 2021                    | Provisional of Staff depts.<br>Leave allowances<br>Uniform allowance<br>Travelers allowance                | To be carried forward in the next five years strategic plan |
| Quality and Quantity of Socio-Economic Services and Infrastructure Increased | WASH in Health Care Facilities improved from 65% to 85% by June 2021                                                                              | WASH in Health Care Facilities improved from to 86% by June 2021                                                        | Maintain the status of performance                                                                         | -Maintain the status of performance                         |
| I: Emergency and Disaster Management Improved                                | Capacity on management of emergency/disaster preparedness and response strengthened from 26% to 53% by June 2021                                  | Capacity on management of emergency/disaster preparedness and response strengthened to 45% by June 2021                 | Insufficiency of fund<br>Insufficiency knowledge to health care worker<br>Shortage of supplies             | To be carried forward in the next five years strategic plan |
| Social Welfare, Gender and Community Empowerment Improved                    | Percentage of person with disabilities who accessing social services increase from 30% to 35% by June 2021                                        | Percentage of person with disabilities who accessing social services increase to 2% by June 2021                        | No stakeholder supported on it<br>Insufficiency of fund                                                    | To be carried forward in the next five years strategic plan |
| Social Welfare, Gender and Community Empowerment Improved                    | Family and child welfare services improved from 40% to 60% by June 2021                                                                           | Family and child welfare services improved to 20%                                                                       | Awareness rising to the community                                                                          | To maintain status                                          |
| Social Welfare, Gender and Community Empowerment Improved                    | Violence incidences reduced from 0.2% to 0.1% by June 2021                                                                                        | Violence incidences reduced to 0.5% by June 2021                                                                        | Good collaboration with stakeholder<br>Good awareness rising to the community                              | To maintain status                                          |
| Multi-Sectorial Nutrition Services Improved                                  | Increasing mothers/ caregivers of children under two years who received counselling on optimal feeding from CHWs from 70% to 100% by by June 2021 | Mothers / caregivers of children under two years who received counselling on optimal feeding from CHWs increased to 78% | Unwellness of community members<br>Insufficient of human income<br>Negligence of community members and CHW | To be carried forward in the next five years strategic plan |
| Multi-Sectorial Nutrition Services Improved                                  | Increase supplementation of vitamin A to under-five children from                                                                                 | Supplementation of vitamin A to under-five children increased to 98%                                                    | Delaying of supplements<br>Poor infrastructure                                                             | To be carried forward in the next five years strategic plan |



|                                             |                                                                                                |                                                                                     |                                                                                                                |                                                             |
|---------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|                                             | 96% to 100% by June 2021                                                                       |                                                                                     |                                                                                                                |                                                             |
| Multi-Sectorial Nutrition Services Improved | To reduce the number of cases of diet related non communicable diseases by 50% by June 2021    | The number of cases of diet related non communicable increased to 56 % by June 2021 | Unwillingness of community members<br>Insufficient of human income,<br>Negligence of community members and CHW | To be carried forward in the next five years strategic plan |
| Multi-Sectorial Nutrition Services Improved | Increase availability and assessable quality and evidenced nutrition data by 100% by June 2021 | Quality and evidenced nutrition data increased to 89% by June 2021                  | Discrepancy of the data<br>Shortage of stakeholder to support on nutrition sector                              | To be carried forward in the next five years strategic plan |

#### 2.4.4 Result Area Primary Education Department

| Objective                                                            | Target                                                                                                        | Achievement                                                                               | Constraints                                     | Way Forward                                           |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------|
| E: Good Governance and Administrative Services Enhanced              | Working environment of education staffs improved from 85% in 2016 to 89% for 13 education staffs by June 2021 | 87% Working environment of education staffs improved.                                     | Shortage of fund released                       | Carried forward in the next five years strategic plan |
|                                                                      | Managerial and leadership skills for education staffs developed from 81% staffs in 2016 to 91% by June 2021   | 85% of Managerial and leadership skills for education staffs developed                    | Shortage of fund released for capacity building | Carried forward in the next five years strategic plan |
| C: Access to Quality and Equitable Social Services Delivery Improved | Primary school teachers supported in various expenses from 68% in 2016 to 85% by June 2021                    | 72% of Primary school teachers supported in various expenses.                             | Shortage of fund released for capacity building | Carried forward in the next five years strategic plan |
|                                                                      | Culture, sports and games activities enhanced from 56% of primary schools in 2016 to 71% by June 2021         | Culture, sports and games activities enhanced from 56% of primary schools in 2016 to 75%. | Shortage of fund released for sports activities | Carried forward in the next five years strategic plan |
|                                                                      | Pass rate increased from 74% in 2016 to 90% for STD VII and 85% in 2015 to 95% for STD IV by June 2021        | 74.2% of Pass rate for STD VII increased and 89.47% for STD IV pass rate increased        | Shortage of teachers                            | Carried forward in the next five years strategic plan |



|                                                                                  |                                                                                                                                             |                                                                                 |                           |                                                       |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------|-------------------------------------------------------|
| D: Quantity and Quality of Socio- Economic services and infrastructure increased | Primary school classrooms increased from 633 classrooms in 2016 to 1200 by June 2021.                                                       | 145 Primary school classrooms constructed.                                      | Shortage of fund released | Carried forward in the next five years strategic plan |
|                                                                                  | School teachers' houses increased from 269 in 2016 to 500 by June 2021                                                                      | 19 Primary schools' teachers house constructed                                  | Shortage of fund released | Carried forward in the next five years strategic plan |
|                                                                                  | Primary school desks increased from 17,721 in 2016 to 19,000 by June 2021                                                                   | 440 Primary school desks made                                                   | Shortage of fund released | Carried forward in the next five years strategic plan |
|                                                                                  | Pit latrines to primary schools increased from 1079 in 2016 to 2300 by June 2021                                                            | 647 Primary pit latrines constructed                                            | Shortage of fund released | Carried forward in the next five years strategic plan |
| C: Access to Quality and Equitable Social Services Delivery Improved             | Enrolment of 8-13 years old children increased from 358 in 2015 to 458 and 14-18 years old from 605 in 2015 to 731 under COBET by June 2021 | 50 children 8-13 years old children and 63 children of 14-18 years old Enrolled | Shortage of fund released | Carried forward in the next five years strategic plan |

#### 2.4.5 Result Area: Secondary Education Department

| Objective                                                            | Target                                                                                                       | Achievement                                                             | Constraints                                     | Way Forward                                          |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------|
| E: Good Governance and Administrative Services Enhanced              | Working environment of education staffs improved from 85% in 2017 to 89% for 6 education staffs by June 2021 | Working environment of education staffs improved 88%.                   | Shortage of fund released                       | Carried forward in the next five-year strategic plan |
|                                                                      | Managerial and leadership skills for education staffs developed from 81% staffs in 2017 to 91% by June 2021  | Managerial and leadership skills for education staffs developed for 86% | Shortage of fund released for capacity building | Carried forward in the next five-year strategic plan |
| C: Access to Quality and Equitable Social Services Delivery Improved | Secondary school teachers supported in various expenses from 68% in 2017 to 85% by June 2021                 | 95% of Secondary school teachers supported in various expenses.         | Shortage of fund released for capacity building | Carried forward in the next five-year strategic plan |

|  |                                                                                                                       |                                                                                                             |                              |                                                      |
|--|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------------------------------|
|  | Pass rate of Form II Increased from 95% to 98%, Form IV increased from 78% to 95% and Form VI 90% to 95% by June 2021 | Form II Pass rate increased to 95 %, Form IV pass rate increased to 84% Form VI pass rate increased to 100% | Shortage of science teachers | Carried forward in the next five-year strategic plan |
|  | Secondary Schools classrooms Increased from 252 to 380 by June 2021                                                   | 120 secondary schools' classrooms constructed                                                               | Shortage of fund released    | Carried forward in the next five-year strategic plan |
|  | Secondary School Teachers' Houses increased from 63 in 2017 to 78 by June 2021                                        | 9 secondary schools teachers house constructed                                                              | Shortage of fund released    | Carried forward in the next five-year strategic plan |
|  | Students Pit Latrines increased from 332 in 2017 to 664 by June 2021                                                  | 32 secondary pit latrines constructed                                                                       | Shortage of fund released    | Carried forward in the next five-year strategic plan |
|  | Secondary Schools Laboratories increased from 7 in 2017 to 30 by June 2021                                            | 11 laboratories completed                                                                                   | Shortage of fund released    | Carried forward in the next five-year strategic plan |
|  | Secondary School dormitories and hostels increased from 31 to 81 by June 2021                                         | 3 secondary school dormitories and hostels constructed                                                      | Shortage of fund released    | Carried forward in the next five-year strategic plan |
|  | Secondary School libraries increased from 1 to 26 by June 2021                                                        | 1 secondary school library was constructed                                                                  | Shortage of fund released    | Carried forward in the next five-year strategic plan |
|  | Secondary School students' tables and chairs increased from 7,556 to 14,000 by June 2021                              | 4,761 students table and chair were procured                                                                | Shortage of fund released    | Carried forward in the next five-year strategic plan |

#### 2.4.6 Result Area: Strategic Service Area: Land and Natural Resources Department

| Strategic Objective                             | Targets                                                                                    | Achievement                                                                    | Constraint        | Way Forward          |
|-------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------|----------------------|
| Management of Natural Resources and Environment | Management of Game Animals in SINGIDA District Council Improved and sustained by June 2021 | 20. patrol were conducted, and Community protected from dangerous wild animals | Shortage of staff | Solicit and allocate |

|                                                                                 |                                                                                                                                                               |                                                                                                |                                                 |                                                                         |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------|
|                                                                                 | Trees planted in District increased from 34,252,150 to 37,522,150 by June 2021                                                                                | 116,412,014 trees planted in the district by various stakeholders.                             | Shortage of staff and limited budget            | Solicit and allocate more funds in the next five years strategic plan   |
| D: Quality and Quantity of Socio-Economic Services and Infrastructure increased | Communities facilitated in establishment of 2 bee apiaries in SINGIDA by June 2021                                                                            | 2 bee apiaries established                                                                     | -                                               | To increase number of bee apiary in the next five years strategic plan  |
|                                                                                 | Promotion of bee products enhanced in the district by June 2021                                                                                               | Only 65 % achieved                                                                             | Inadequate fund                                 | Solicit enough fund in the next five years strategic plan               |
|                                                                                 | DBO's facilitated with transport, various equipment and tools for smooth delivery of service by June 2021                                                     | Not implemented                                                                                | Shortage of budget                              | Solicit fund in the next five years strategic plan                      |
|                                                                                 | Enhance beekeeping development in SINGIDA District Council and promoting honey and beeswax at Zonal, National and East Africa honey exhibitions by June, 2021 | 225 bee hives constructed and distributed to 15 formulated groups of beekeepers in 15 villages | Shortage of staff and limited budget            | Consideration of staff deployment in the next five years strategic plan |
|                                                                                 | Training on land laws to 26 villages council conducted by June 2021                                                                                           | 14 villages council trained on land laws                                                       | Land section has no transport facility          | Solicit fund in the next five years strategic plan                      |
| D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased | Insuring District Council properties in 21 wards surveyed by June 2021                                                                                        | 7 wards have been surveyed                                                                     | Inadequate fund for survey of villages in Wards | Solicit fund in the next five years strategic plan                      |
|                                                                                 | 200 plots at SINGIDA district Headquarter surveyed by June 2021                                                                                               | surveying equipment has been procured                                                          | Unavailable fund for Compensation               | More sensitization and to be carried forward to the next Plan           |
|                                                                                 | Community Land use plan in 120 villages prepared by June 2021                                                                                                 | 44 villages prepared land use                                                                  | Inadequate fund for village land use plan       | Solicit fund in the next five years strategic plan                      |
|                                                                                 | 650 customary certificates right of occupancy to 84 villages and                                                                                              | 650 customary certificates right of occupancy provided to 84 villages                          | No Constrain                                    | Solicit fund in the next five years strategic plan                      |
|                                                                                 | 100 granted certificates right of occupancy to 4 planned areas prepared by                                                                                    | 100 granted certificates right of occupancy to 4                                               |                                                 |                                                                         |

|                                                        |                                                                     |                                                                                                 |                                           |                                                    |
|--------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------|----------------------------------------------------|
|                                                        | June 2021                                                           | planned areas prepared.                                                                         |                                           |                                                    |
|                                                        | SINGIDA district council Land use master plan prepared by June 2021 | Not implemented                                                                                 | Unavailable fund for land use master plan | Solicit fund in the next five years strategic plan |
| E. Enhance good governance and administrative services | Working conditions to 5 staffs ensured by June 2021                 | Statutory benefits were provided timely, provide but inadequacy for working tools and resources | Insufficiency fund                        | Solicit fund in the next five years strategic plan |

#### 2.4.7 Result Area: Planning, Statistics and Monitoring Department

| Objective                                                            | Target                                                                             | Achievement                                                                              | Constraints                                                                           | Way forward                                              |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------|
| C: Access to Quality and Equitable Social Services Delivery Improved | Comprehensive Plan and Budget coordinated in 21 Wards by June 2021                 | Annual Plans and budget for 5 years prepared and implemented in 21 Wards and Departments | Inadequate of funds Uncompleted Plans and budget for development Projects             | Solicit funds in the next five years strategic plan      |
| E: Good Governance and Administrative Services Enhanced              | Statistical data in 21 wards improved from 40% to 70% by June 2021                 | 21 WEOs in capacitated in data collection                                                | Shortage of working facilities.                                                       | Solicit funds in the next five years strategic plan      |
|                                                                      | Jun-21                                                                             | Wards Statistical data improved by 67%                                                   | Unrealistic data collected Willingness of Community members to provide realistic data | Create awareness of data to communities and Leaders      |
|                                                                      | Departmental Working facilities for 5 Planning Staff improved from 65% to 85%      | Department working facilities Procured & maintained                                      | Inadequate budget to accommodate department Plans& budget                             | To allocate enough fund for next five year               |
|                                                                      | Council strategic Plan& socioeconomic profile prepared by June 2021                | Strategic plan prepared                                                                  | Inadequate funds to facilitate preparation of profile                                 | Review of SP in the next five years Collaborate with NBS |
|                                                                      | Project implementation improved from 80% to 95% by June 2021                       | 85% of fund is allocated to all development.                                             |                                                                                       | 85% of fund is allocated to all development.             |
|                                                                      | Community awareness on development projects contribution increased from 53% to 75% | Awareness creation increased from 53% to 72%                                             | Shortage of working tools                                                             | Increased awareness meeting in the next five years       |

|  |                                                                                            |                               |                                                    |                                                                              |
|--|--------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
|  |                                                                                            |                               | Low community participation                        | -Active involvement of Community development officers at Ward Level          |
|  | 14 Ward development committees strengthened on Monitoring and Evaluation tool by June 2021 | 17 ward committees strengthen | Inadequate fund Some of the members are not active | To done for WEOs and VEOs in the next five years                             |
|  | Multi sector M&E Team formulated and strengthened by June 2021                             | Team Formulated               | Shortage of working tools/fund                     | The member of the Team to be reformed and facilitated through improved O& OD |

#### 2.4.8 Internal audit unit

| Objective                                                | Target                                                                                          | Achievement                                                              | Constraints                                                           | Way Forward                                                                                           |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| C: Access to Equitable Social Services Delivery Improved | Conducive working environment to 2 internal audit staffs improved by June 2021                  | 70% of conducive working environment to 2 internal audit staffs achieved | Funds from Central Government (Block Grants) not received as budgeted | Increase own source budget to internal audit unit in the next five years strategic plan               |
|                                                          | Use of fund properly audited and quality satisfactory service in District provided by June 2021 | 80% of fund properly audited and quality satisfactory service achieved   | Insufficient working tools specifically motor vehicles                | Procure new motor vehicle and making maintenance of the old one in the next five years strategic plan |
| E: Good Governance and Administrative Services Enhanced  | Proper use of public fund in all council department audited by June 2021                        | 80% of proper use of public fund in all council department achieved      | Shortage of staffs to internal audit units. Unit has only two staff   | Employ more internal audit staffs in the next five years strategic plan                               |

#### 2.4.9 Result Area: Human Resource and Administration Department

| Objectives                                                                  | Targets                                                                              | Achievement                                                           | Constraints       | Way forward                                           |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------|-------------------------------------------------------|
| A: Services Improved and HIV/AIDS Infections Reduced                        | Staff healthy and safe working environment improved from 70% to 95% by June 2020/21. | 85% of staffs were trained on HIV/AIDS awareness at workplace         | Shortage of funds | To be sustained in the next five years strategic plan |
| B: National anti-Corruption Implementation Strategy Enhanced and Sustained. | 400 Council staffs capacitated on Anti-Corruption by June, 2021                      | 410 staff trained on, Anti – Corruption to the departments and units. |                   | To be sustained in the next five years strategic plan |

|                                                          |                                                                                                                |                                                                                                 |                                                  |                                                                        |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------|
| E: Good Governance and Administrative services Enhanced, | Village and Wards meetings enhanced from 80% to 99% by June 2021.                                              | 95% of statutory meetings conducted                                                             |                                                  | To be sustained in the next five years strategic plan                  |
|                                                          | Council statutory meetings facilitation improved from 80% to 100% by June 2021.                                | All Council statutory meeting facilitated                                                       |                                                  | To be sustained in the next five years strategic plan                  |
|                                                          | Council records management improved from 65% to 90% by June 2021.                                              | records management improved to 80%                                                              | Shortage of funds                                | To be sustained in the next five years strategic plan                  |
|                                                          | Conducive working environment for employees by June 2020/21.                                                   | Working facilities, trainings, orientation to new employees, statutory benefits provided to 85% | Shortage of funds                                | To be sustained in the next five years strategic plan                  |
|                                                          | Awareness on public service rules, regulations, circulars and policy enhanced from 65% to 90% by June, 2020/21 | Awareness on public service rules, regulations, circulars and policy enhanced to 90%            | -                                                | To be sustained in the next five years strategic plan                  |
|                                                          | Retention status of employees improved from 70% to 95% by June, 2020/21                                        | Retention status of employees improved to 85%                                                   | Free mobility permit of employee                 | To be sustained in the next five years strategic plan                  |
|                                                          | Recruitment of skilled staff improved from 70% to 95% by June, 2020/21                                         | Recruitment of skilled staff improved to 85%                                                    | Verification of certificates for public servants | Recruitment of skilled staff improved from 70% to 95% by June, 2020/21 |

#### 2.4.10 Result area: Government Communication Unit

| Objective                                                         | Target                                                                                              | Achievement                                                            | Constraints                                                            | Way forward                                 |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------|
| Access to Quality and Equitable Social Services Delivery Improved | Improve information dissemination using Websites and other multimedia from 10% to 90% by June 2021. | 85% of information disseminated Websites and other multimedia improved | Unreliable internet, insufficient fund, inadequate working facilities. | Improving internet connection, solicit fund |

#### 2.4.11 Result Area: Procurement and Management Unit Performance review

| Objective                                            | Target                                                                                         | Achievement                                                                              | Constraints       | Way Forward                                                                  |
|------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------|
| Good Governance And Administrative Services Enhanced | Government procurement procedures to 13 departments, 21 wards and 84 villages and by June 2021 | HPMU's supported by 75% to meet the various operational cost and annual procurement plan | Shortage of funds | Solicit fund and allocated more budget in the next five years strategic plan |



|                                                                      |                                                                                                  |                                                                                                            |                                      |                                                                                     |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------|
|                                                                      | Management of annual stocktaking in SINGIDA District Council improved and sustained by June 2021 | Annual stocktaking conducted to 84 villages, 102 government primary school, 28 government secondary school | Shortage of staff and budget limited | Solicit fund and allocated more budget in the next five years strategic plan        |
| C: Access to Quality and Equitable Social Services Delivery Improved | Conducive working environment to 5 procurement staffs improved by June 2021                      | 5 staffs capacitated                                                                                       | Shortage of funds                    | To allocate more funds for training of staffs in the next five years strategic plan |

#### 2.4.12 Result Area: Finance and Trade Department

| Objective                                                                       | Target                                                                               | Achievements                              | Constraints           | Way forward                                           |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------|-----------------------|-------------------------------------------------------|
| D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased | Government Financial Accounting Procedures Adhered to and strengthened by June, 2021 | Facilitation to accountant has been done. | shortage of staff     | To be sustained in the next five years strategic plan |
| C: Access to Quality and Equitable Social Services Delivery Improved            | Enhance revenue collection from 70% to 95% by June 2021                              | 80% of Revenue collection attained        | Tax evasion           | To be sustained in the next five years strategic plan |
|                                                                                 | Number of Audit queries related to internal controls decreased by 30% by June 2021   | Audit queries reduced by 30%              | Weak internal control | To be sustained in the next five years strategic plan |
|                                                                                 | Auditor's opinion of financial statements improved by 90% by June 2021               | Unqualified Audit Opinion maintained.     | Weak internal control | To be sustained in the next five years strategic plan |
|                                                                                 | Compliance to Financial reports submission deadlines increased from 50% to 90% by    | Compliance maintained by 100%             | -                     | To be sustained in the next five years strategic plan |



### 2.4.13 Result Area: Legal Services Unit

| Objectives                                               | Target                                  | Achievements | Constraints                                                                                                                                                                                                                                             | Way forward                                           |
|----------------------------------------------------------|-----------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| E: Good Governance and Administrative Services Enhanced. | Legal unit strengthens by the June 2021 | 80% Achieved | Insufficient fund<br>Untimed released of fund                                                                                                                                                                                                           | To be sustained in the next five years strategic plan |
|                                                          | Rule of law enhanced by the year 2021   | 80% Achieved | Insufficient funds to carter the need<br>There are no reliable working tools especially a specific car for legal unit; and<br>Low knowledge on legal matters to members of the ward tribunals on substantive and procedural laws on resolving disputes. | To be sustained in the next five years strategic plan |

## 2.5 SDC' Stakeholders and SWOC Analysis

### 2.5.1 Stakeholder Analysis

During the preparation of the Singida District Council's Strategic Plan for 2021/22 to 2025/26, a comprehensive stakeholder analysis was conducted to identify and understand the diverse stakeholders that influence the council's development initiatives. This analysis aimed to pinpoint potential partners and assess their interests, capacities, and concerns, recognizing that these stakeholders (ranging from government agencies and NGOs to local businesses and community groups) play a critical role in shaping development outcomes. By understanding the interests and strengths of these stakeholders, the council can foster collaborative relationships that enhance its strategic goals, such as leveraging local business investment for job creation and utilizing NGO expertise for effective program implementation. A detailed analysis is shown in Table 2.48.

**Table 2.48: Stakeholder Analysis**

| No . | Name of stakeholder | Service offered to stakeholders | Expectations of stakeholder                                                                                                                                   | Potential impact if the expectation is not met                                                                                                      |
|------|---------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Community Members   | Socio-economic services         | i. To be provided with high- quality social and economic services.<br>ii. Responsiveness to community demands<br>iii. To be enhanced with improved livelihood | i. Loss of trust in the council.<br>ii. Less response in participating in the development projects<br>iii. Persistence of poverty among communities |

|   |                      |                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                           |
|---|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | Central Government   | <ul style="list-style-type: none"> <li>i. Provision of the quarterly report and annual implementation report.</li> <li>ii. Provision of various data.</li> <li>iii. Coordinating directives from the central government.</li> <li>iv. Implementing the directive from the central government</li> </ul> | <ul style="list-style-type: none"> <li>i. Obedient and adhere to guidelines, rules, and regulations.</li> <li>ii. Provision of high-quality service to the community.</li> <li>iii. Value for money of development project which the fund</li> <li>iv. Timely submission of the quarterly and annual reports.</li> <li>v. Proper and timely implementation directives provided by the government</li> </ul> | <ul style="list-style-type: none"> <li>i. Accountability.</li> <li>ii. Reduced amount of funds disbursed</li> </ul>                                                       |
| 3 | Development Partners | <ul style="list-style-type: none"> <li>i. Progressive Report for various development projects.</li> <li>ii. Data and information. Assessment report.</li> </ul>                                                                                                                                         | <ul style="list-style-type: none"> <li>i. Adhere to their conditionality.</li> <li>ii. Efficient use of donor funds.</li> <li>iii. Result oriented</li> </ul>                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>i. Loss of trust and blacklist the council</li> <li>ii. Stop or minimize support.</li> <li>iii. Withdraw in assistance.</li> </ul> |
| 4 | PO-RALG              | <ul style="list-style-type: none"> <li>i. Provision of the quarterly report and annual implementation report.</li> <li>ii. Provision of various data.</li> <li>iii. Coordinating directives from the PO-RALG.</li> <li>iv. Implementing the directive from the PO-RALG</li> </ul>                       | <ul style="list-style-type: none"> <li>i. Obedient and adhere to guidelines, rules, and regulations.</li> <li>ii. Provision of high-quality service to the community.</li> <li>iii. Value for money of</li> <li>iv. Timely submission of the quarterly and annual reports.</li> <li>v. Proper and timely implementation directives provided by the government</li> </ul>                                    | <ul style="list-style-type: none"> <li>i. Accountability.</li> <li>ii. Reduced amount of funds disbursed</li> </ul>                                                       |

|    |                                                  |                                                                                                                                                                                       |                                                                                                                                         |                                                                                                                                                                                                                   |
|----|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5  | Business Dealers                                 | <ul style="list-style-type: none"> <li>i. Conducive areas for investment.</li> <li>ii. Convincing them to invest in the council.</li> <li>iii. Provision business license.</li> </ul> | <ul style="list-style-type: none"> <li>i. Provided with a conducive business environment.</li> <li>iii. Profit maximization</li> </ul>  | Shutting down business Blocklist the Council                                                                                                                                                                      |
| 6  | Non-Government Organizations (NGOs)              | <ul style="list-style-type: none"> <li>i. Conducive working environment.</li> <li>ii. Supervision of</li> <li>iii. Approve registration</li> </ul>                                    | <ul style="list-style-type: none"> <li>i. Conducive working Environment and maximum support</li> <li>ii.</li> </ul>                     | <ul style="list-style-type: none"> <li>i. Failure to support development activities.</li> <li>ii. Failure of the community to receive service Deprivation of the community members' services from NGOs</li> </ul> |
| 7  | Contractors                                      | Tenders                                                                                                                                                                               | <ul style="list-style-type: none"> <li>i. To win more tender from the council.</li> <li>ii. Profit maximization.</li> </ul>             | Poor deliverables                                                                                                                                                                                                 |
| 8  | Religious institutions                           | <ul style="list-style-type: none"> <li>i. Conducive working environment.</li> <li>ii. Permit for religious gathering</li> </ul>                                                       | <ul style="list-style-type: none"> <li>i. To win more followers.</li> <li>ii. Provided with a conducive working environment.</li> </ul> | <ul style="list-style-type: none"> <li>i. Increase rate of crime. Moral deterioration.</li> <li>ii. Failure to offer the religious services</li> </ul>                                                            |
| 9  | Government Agency/Institutions                   | <ul style="list-style-type: none"> <li>i. Conducive working environment.</li> <li>ii. Good relationship.</li> </ul>                                                                   | Good cooperation, and compliance with rules and regulations                                                                             | Misunderstanding in providing service                                                                                                                                                                             |
| 10 | Financial Institutions (NMB, NBC, TCB, and CRDB) | <ul style="list-style-type: none"> <li>i. Submit employee's loan repayment.</li> <li>ii. Financial savings for employees</li> </ul>                                                   | Profit maximization. Conducive environment for their business to operate                                                                | To remove the investment. Decrease foreign direct investment                                                                                                                                                      |
| 11 | NECTA                                            | Management of examinations for secondary and primary schools                                                                                                                          | Maximum collaboration in student's examination matters                                                                                  | Misunderstanding between the council and NECTA                                                                                                                                                                    |
| 12 | NEMC                                             | Environmental management                                                                                                                                                              | Control communities over resource use.                                                                                                  | Misunderstanding                                                                                                                                                                                                  |
| 13 | Faith Base Organizations (FBOs)                  | Facilitation in registration                                                                                                                                                          | Recognition and maximum collaboration                                                                                                   | Failure in the provision of service to the community                                                                                                                                                              |

|    |                                                        |                                                                                                                                                |                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                          |
|----|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14 | Regulatory Authorities                                 | <ul style="list-style-type: none"> <li>i. Conducive working environment.</li> <li>ii. Good relationship.</li> </ul>                            | Good cooperation, and compliance with rules and regulations                                                                                                           | Misunderstanding in providing service                                                                                                                                                                                                                                                                    |
| 15 | Utility Agencies                                       | <ul style="list-style-type: none"> <li>i. Conducive working environment.</li> <li>ii. Paying water and electricity bills</li> </ul>            | <ul style="list-style-type: none"> <li>i. Conducive working environment.</li> <li>ii. Timely payment of bills as a customer</li> </ul>                                | Running into bankrupt<br>Failure to provide service to the customer                                                                                                                                                                                                                                      |
| 16 | Media                                                  | <ul style="list-style-type: none"> <li>i. Provided with information timely.</li> <li>ii. Ensured the conducive working environment</li> </ul>  | Timely access to the accurate information                                                                                                                             | <ul style="list-style-type: none"> <li>i. The community will not be informed of council activities.</li> <li>ii. Reporting wrong information that spoils the image of the council.</li> <li>iii. Failure of the council to win public support</li> <li>iv. Stop reporting council information</li> </ul> |
| 17 | Telecommunication companies                            | Customers                                                                                                                                      | Timely payment for the services rendered                                                                                                                              | Cut off the services.                                                                                                                                                                                                                                                                                    |
| 18 | Social security funds (PSSSF, NSSF, NHIF)              | Service provision to members                                                                                                                   | Timely contributions from members.                                                                                                                                    | Failure to operate.                                                                                                                                                                                                                                                                                      |
| 19 | Political Parties                                      | <ul style="list-style-type: none"> <li>i. Conducive working environment.</li> <li>ii. Implementation of the ruling party manifesto.</li> </ul> | Fairness in election<br>Provision of good services to the community.                                                                                                  | Political unrest,                                                                                                                                                                                                                                                                                        |
| 20 | Workers Union                                          | Guardianship.                                                                                                                                  | To be provided with a conducive working environment for all workers.                                                                                                  | Misunderstanding among workers, and the council                                                                                                                                                                                                                                                          |
| 21 | Parliament                                             | Coordinate, and supervise all decisions made by the parliament                                                                                 | <ul style="list-style-type: none"> <li>i. Provision of high-quality service to the community.</li> <li>ii. Observe value for money in development projects</li> </ul> | <ul style="list-style-type: none"> <li>i. Administrative measures against the council.</li> <li>ii. Misunderstanding between the parliament and the council.</li> </ul>                                                                                                                                  |
| 22 | Law enforcers (Police, Prison, Immigration, and PCCB). | Enforce by laws                                                                                                                                | Maximum cooperation                                                                                                                                                   | Increase in rate of crime                                                                                                                                                                                                                                                                                |

|    |                            |                                          |                                                                                                                   |                                                              |
|----|----------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| 23 | Regional Secretariat (RS). | Quarterly and annual development reports | i. Provision of high-quality services to the community.<br>ii. Maximum responsiveness to the directives provided. | i. Disciplinary actions (Warning)<br>ii. Demotion and firing |
|----|----------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|

### 2.5.2 SWOC Analysis

During preparation of Singida District Council five years strategic plan SWOC analysis was done to establish what potentials the council must support its efforts as well as the bottlenecks that slowdown its efforts. The analysis revealed that The Singida District Council has several strengths and opportunities that can be leveraged for effective local governance and development. However, addressing weaknesses and challenges is crucial for the council to realize its full potential and improve the quality of life for its residents. By focusing on capacity building, infrastructure development, and sustainable practices, the council can work towards achieving its strategic goals in alignment with national and regional frameworks. A detailed analysis is shown in 2.49.

**Table 2.49: Strengths, Weaknesses, Opportunities and Challenges Analysis (SWOC)**

| Internal Environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| i. Local Governance Structure: The council has a well-defined governance structure that facilitates decision-making and community participation.<br>ii. Natural Resources: Singida is rich in agricultural resources, which provides opportunities for food production and economic development.<br>iii. Community Engagement: There is a strong tradition of community involvement in local initiatives (Applying the Improved O&OD mechanism), fostering a sense of ownership and collaboration.<br>iv. Government Support: The council receives backing from national policies and frameworks, such as the National Development Vision and the CCM manifesto, guiding its strategic planning.<br>v. Availability of qualified and skilled staff<br>vi. Availability of surveyed land for investment<br>vii. Existence of Integrate Financial Management (IFM)<br>viii. Availability of staff house for head of Divisions<br>ix. Presence of Unqualified opinion reports for three consecutive years | i. Limited Financial Resources: The council often faces budget constraints, hindering its ability to implement comprehensive development projects.<br>ii. Inadequate Infrastructures and facilities: improper infrastructures including roads and utilities, classrooms, teachers' offices, latrines, teaching and learning materials limits access to services and economic opportunities.<br>iii. Capacity Gaps: There is inadequacy of skilled personnel and capacity within the council to effectively manage and implement various programs.<br>iv. Data Management: Insufficient data collection and management systems can hinder informed decision-making and planning processes<br>v. Shortage of medicines, medical equipment and supplies<br>vi. Dependency on External Funding: Reliance on external funding can lead to instability in project implementation and sustainability once funding is withdrawn.<br>vii. Shortage of reliable transport facilities<br>viii. Inadequacy of ICT infrastructure |

| External Environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>i. Partnerships and Collaboration: There is potential for collaboration with NGOs, private sector actors, and community-based organizations to enhance service delivery and development initiatives.</li> <li>ii. Regions Integration: The country planning framework provides opportunities for inter districts trade and economic collaboration, benefiting local economies.</li> <li>iii. Technological Advancements: Embracing technology in service delivery, such as e-governance and mobile services, can improve efficiency and accessibility.</li> <li>iv. Tourism Potential: The district's natural beauty and cultural heritage present opportunities for developing tourism, contributing to local economic growth.</li> <li>v. Presence of conducive climatic condition</li> <li>vi. Existence of favorable government guidelines and policies.</li> <li>vii. Empowerment Programs: Initiatives aimed at skill development and entrepreneurship for youth, women and people with disabilities can lead to job creation and economic revitalization in the district.</li> <li>viii. Existence of web-based planning management system'</li> <li>ix. Availability of natural water bodies for domestic and Industrial uses'</li> </ul> | <ul style="list-style-type: none"> <li>i. Climate Change: Environmental challenges such as drought and soil degradation can adversely affect agriculture and livelihoods in the district.</li> <li>ii. Population Growth: Rapid population growth can strain existing resources and services, making it challenging to meet the needs of residents</li> <li>iii. Cultural Barriers: Traditional practices and cultural norms may hinder progress in gender equality and youth engagement, limiting the effectiveness of development initiatives</li> <li>iv. Inadequate Disaster Preparedness: Limited capacity for disaster risk reduction and emergency response can leave communities vulnerable to natural disasters and economic shocks.</li> <li>v. Technological Divide: A lack of digital literacy and access to technology can widen the gap between different socio-economic groups, preventing equitable access to information and services</li> </ul> |

**Source: SDC SWOC Analysis Report, (2024)**

## 2.6 Critical Issues

The assessment of critical issues for Singida District Council (SDC) included a comprehensive evaluation of the current situation, highlighting key areas that need focus for effective resource allocation in the implementation of the strategic plan over the next five years. As a result of this analysis, several critical issues were identified.

- i. Enhance capacity building to staff
- ii. Strengthen the information management system
- iii. Strengthen implementation of the staff training program
- iv. Enhance Public Private Partnership (PPP) in service delivery
- v. Establish ICT infrastructure systems and backups
- vi. Expand financial base from the internal source and improve efficiency resource allocation
- vii. Strengthen law and by law enforcement
- viii. Strengthen local institutions dealing with conflict resolution

- ix. Strengthen the provision of environmental conservation education to communities
- x. Strengthening collaboration with stakeholders and Development Partners (DPs)
- xi. Strengthening Monitoring and Evaluation (M&E) system



## CHAPTER THREE

### THE STRATEGIC PLAN 2021/22-2025/26

erview

This Chapter presents the revitalized Singida District Council five years strategic plan for the period of 2021/22-2025/26. The chapter begins with the agreed vision, mission and core values that will provide guidance during execution of this strategic plan. Further, it presents strategic issues that the districts council considers most fundamental to be achieved in the specified duration of this plan. Also, the strategic objectives, services output, targets as well as strategies and key performance indicators in every division/unit are clearly articulated. The chapter further shows how various strategic interventions will be undertaken during the five (5) years of the strategic planning cycle that will contribute towards realization of National Third Five Year Development Plan 2021/22-2025/26, ruling part manifesto 2020-2025, cross-cutting policies, sectoral policies as well as Sustainable Development Goals 2030, African Agenda 2063 and East Africa Vision 2050.

#### 3.2 SDC Vision, Mission and Core Values

##### 3.2.1 Vision

The vision of Singida District Council is “to become a high quality and reliable socio – economic service provider for sustainable development of its community”

##### 3.2.2 Mission

The mission of Singida District Council is “to provide high quality socio – economic services through efficient utilization of resources and adherence to the principles of good governance for sustainable development of the community.”

##### 3.2.3 Core Values

###### a) **Transparency and accountability**

Public servants have a duty to act visibly, predictably and understandably to promote participation and serve customers, responsibly, timely answerable for their actions and that there is redness when duties and commitments are not met.

###### b) **Result oriented**

Public servants must focus on the outcome rather than the process used to deliver a service.

###### c) **Customer focused**

A public servant shall not discriminate or harass a member of the public or a fellow employee on ground of sex, tribe, religion, nationality, ethnicity, marital status or disability.

###### d) **Efficiency in utilization of resources**

Attainment of a maximum output/outcome at a possible minimum cost in which a public servant is

responsible to adhere to, for efficient utilization of resources.

**e) *Fostering teamwork spirit***

Work as a team, sharing experience, information and skills to achieve our goals.

**f) *Responsiveness and integrity***

This is how much public servant cares customers and work skillfully, efficiently and effectively

**g) *Continuous learning***

Skills and knowledge of civil servants shall be continuously developed through long and short courses for improved performance

### 3.3 SDC Strategic Projects for 2021/22 – 2025/26

Strategic issues entail non-routinely undertakings that presents significant changes to the respective organization once implemented effectively and they drill a significant share of the available organization resource envelop. Strategic issues in other ways are viewed as stand-alone projects or flagship projects of the organization to be achieved over a given time. Singida DC in the next five years of strategic planning 2021/22 - 2025/26 dedicates to realize seven (7) key stand-alone projects of the council that will depend on both internal and external financing mechanism as indicated in Table 3.1.

**Table 3.1: SDC Strategic Projects 2021/22 – 2025/26**

| S/N | STRATEGIC ISSUE                                                         | FINANCING MECHANISM                             | STRATEGIES |                  |                                            |                   |                                        |
|-----|-------------------------------------------------------------------------|-------------------------------------------------|------------|------------------|--------------------------------------------|-------------------|----------------------------------------|
|     |                                                                         |                                                 | 2021/22    | 2022/23          | 2023/24                                    | 2024/25           | 2025/26                                |
| 1   | Establishment of Business Complex at the former SDC Headquarters.       | Development Grants, Own Source and Co-Financing | -          | -                | -                                          | -                 | Feasibility Study and Market Sounding. |
| 2   | Establishment of Business Complex and at the former SDC staff quarters. | Development Grants, Own Source and Co-Financing | -          | -                | -                                          | -                 | Feasibility Study and Market Sounding  |
| 3   | Establishment of Community Pharmacy                                     | Own Sources and Government Subsidies            | -          | Project Proposal | Provision of Community Pharmacy facilities | Facilities in use | Facilities in use                      |
| 4   | Strengthening two irrigation schemes in Msange and Mughano areas.       | Own Sources and Government Subsidies            | -          | Project Proposal | Designing and engineering                  | Preparation       | Construction and commissioning         |
| 5   | Construction of Crop Market at Kinyamwambo Village in Merya             | Development Grants and Own Source               | -          | -                | -                                          | -                 | Project Proposal                       |

|   | Ward                                                                                                                             |                                   |   |   |   |   |                  |
|---|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---|---|---|---|------------------|
| 6 | Promote sunflower production in Singida District Council by establishing a seed production farm in Mpambaa Village, Mtinko Ward. | Development Grants and Own Source | - | - | - | - | Project Proposal |
| 7 | Construction of a bus station in Ilonger Ward.                                                                                   | Development Grants and Own Source | - | - | - | - | Project Proposal |

### 3.4 Strategic Objectives, Service Outputs, Strategies, Targets and Performance Indicators

In the five years planning cycle Singida District Council has adopted Ten (10) national harmonized strategic objectives that are to be realized. The adopted Strategic objectives include.

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

**Objective B:** National Anti-Corruption Implementation Strategy Enhanced and Sustained.

**Objective C:** Access to Quality and Equitable Social Services Delivery Improved

**Objective D:** Quality and Quantity of Social Economic Services and Infrastructure Increased

**Objective E:** Good Governance and Administrative Services Enhanced,

**Objective F:** Social welfare, Gender and Community Empowerment Improved

**Objective G:** Management of Natural Resources and Environment Improved

**Objective H:** Local Economic Development Coordination Enhanced

**Objective I:** Emergence and Disaster Management Enhanced

**Objective Y:** Multisectoral Nutrition Services Improved

### 3.5 Rationale of Objectives

#### 3.5.1 Objective A: Services Improved and HIV/AIDS Infections Reduced

##### Rationale

Improving services and reducing HIV/AIDS infections, along with addressing non-communicable diseases (NCDs), is a critical objective for Singida District Council as it directly impacts the health and well-being of the community. The prevalence of HIV/AIDS and NCDs, such as diabetes and hypertension, poses significant challenges to public health, economic productivity, and social stability. By enhancing healthcare services that focus on prevention, treatment, and support for both HIV/AIDS and NCDs, the council can create a more resilient health system that effectively responds to the diverse needs of the population. This objective aligns with national health policies and global commitments to combat both communicable and non-communicable diseases, ensuring that the district addresses local health challenges while contributing to broader public health goals.

Furthermore, reducing infections and managing NCDs are essential for fostering sustainable development and improving the quality of life in Singida. Comprehensive health services that include education, access to antiretroviral therapy, and lifestyle interventions for NCDs can empower individuals to take control of their health. By tackling the social determinants of health such as poverty, stigma, and access to education the council can create an environment that supports

prevention efforts and encourages healthy behaviors. Enhancing service delivery in this context not only mitigates the impact of HIV/AIDS and NCDs but also strengthens the overall health infrastructure, ensuring that all community members have access to the resources they need for a healthier, more productive future

### **Service Output**

- i. Health of staff enhanced
- ii. HIV and TB test and care improved
- iii. New HIV/AIDS and TB infection cases controlled among staffs
- iv. Emergence of new HIV/AIDs infection in the community controlled

### **Strategies**

- i. Strengthen preventive and mitigation measures on health issues, HIV and AIDS and non- communicable diseases.
- ii. Ensure safe working environment
- iii. Strengthen implementation of mitigation measures against HIV/AIDS
- iv. Enhance a participatory approach for testing TB and HIV/AIDS
- v. Strengthen the implementation of the National Tuberculosis and Leprosy Program
- vi. Strengthen implementation of mitigation measures against HIV/AIDS and TB infection.
- vii. Strengthen provision of social welfare services including health services and psychosocial support to vulnerable groups and communities.
- viii. Strengthen Peer Education Programs

### **Targets**

- i. At least 4 programs to fight HIV/AIDS and non- communicable diseases at workplace prepared and implemented annually
- ii. At least 1 awareness program on combating health problems, substance/ drug abuse developed and implemented annually
- iii. Four (4) awareness program on HIV and AIDS and Non - Communicable Diseases conducted annually
- iv. Awareness of HIV/AIDS and prevention to 50 community groups facilitated annually
- v. Staff healthy and safe working environment improved from 85% to 95% by June 2026
- vi. Prevalence rate of HIV among OPD case is reduced from 3.5 to less than 2.0% by

- June 2026
- vii. 50 HIV/AIDS awareness programmes developed and implemented by June 2026
- viii. TB testing and counselling programmes as well as social and behavioral change programmes intensified by June 2026
- ix. Awareness of HIV/AIDS and TB infection and prevention to 2,548 staff facilitated by June 2026
- x. HIV prevention knowledge among the community improved from 70 % to 90 % by June 2026
- xi. HIV prevention and sexual reproductive education for adolescence and young people in 21 wards improved from 75 % to 90 % by June 2026
- xii. Social support to 30 PLHIV groups strengthened by June 2026

#### **Key Performance Indicators**

- i. % of staff who have undertaken HIV/AIDS and non-communicable diseases voluntary tests.
- ii. % of staff covered by HIV/AIDS and NCDs awareness and prevention programmes
- iii. Number of staff sensitized on health fitness and control of drug/substance abuse
- iv. % of decrease in HIV Prevalence rate (3.1)
- v. % of community members who have undertaken HIV/AIDS voluntary tests.
- vi. % of community members covered by HIV/AIDS awareness and prevention programmes
- vii. % of infected persons receive care and support services for HIV/AIDS
- viii. % of community members who have undertaken TB voluntary tests
- ix. % of community members who have reached awareness programs on HIV/AIDS and TB infection and prevention.
- x. % of community members with accurate HIV prevention knowledge
- xi. % of adolescent and young people with accurate HIV prevention and SRH knowledge
- xii. Number of schools in the 21 wards implementing education programmes on HIV prevention and sexual reproductive health.
- xiii. Number of PLHIV groups supported

#### **3.5.2 Objective B: National Anti-Corruption Implementation Strategy Enhanced and Sustained Rationale**

Enhancing and sustaining the National Anti-Corruption Implementation Strategy is crucial for Singida District Council to promote transparency, accountability, and good governance at the local level. Corruption undermines public trust in government institutions and hampers effective service delivery, ultimately hindering socio-economic development. By adopting robust anti-corruption measures, the council can create an environment where resources are allocated efficiently and equitably, thereby improving the overall quality of life for residents. This objective aligns with

national efforts to combat corruption and reinforces the commitment to uphold the principles of integrity and ethical conduct in public service.

Moreover, a sustained focus on anti-corruption initiatives fosters community engagement and empowers citizens to hold local authorities accountable. By promoting awareness of corruption issues and encouraging civic participation in governance processes, Singida District Council can strengthen the role of the community in monitoring public services and expenditures. This collaborative approach not only enhances the effectiveness of anti-corruption strategies but also cultivates a culture of transparency and responsibility. Ultimately, by reinforcing the National Anti-Corruption Implementation Strategy, the council can contribute to building a more resilient and trustworthy governance framework that supports sustainable development and enhances public confidence in local government.

### **Service Output**

Rule of law enhanced

### **Strategies**

- i. Strengthen implementation of National Anti-Corruption Strategy and Action Plan (NACSAP IV, 2023-2024)
- ii. Strengthen good governance and accountability

### **Targets**

- i. At least 4 workplace Intervention programs on preventing and combating corruption developed and implemented annually
- ii. At least 4 awareness programs to SDC communities on preventing and combating corruption implemented annually

### **Key Performance Indicators**

Number of seminars and programmes on corruption and good governance conducted to SDC staff and the SDC community

## **3.5.3 Objective C: Access to Quality and Equitable Social Services Delivery Improved**

### **Rationale**

The government is actively pursuing various strategies to expedite the realization of the National Development Vision. These efforts focus on enhancing production capacity through industrialization, investing in essential economic infrastructure, promoting fiscal discipline, and improving access to social services. Additionally, an analysis of the human development index indicates significant advancements in several key areas, such as increased life expectancy, higher literacy rates, reduced gender inequality, and a decrease in basic needs and food poverty.

According to the Local Government (District Authorities) Act No. 7 of 1982, local government authorities (LGAs) are tasked with providing quality services to their communities, promoting social

welfare and economic well-being for all residents within their jurisdiction. This mandate is aligned with national policies and plans aimed at fostering rural and urban development, as well as enhancing the overall social and economic progress of the community. To realize the objective of enhancing the quality and equity of social services and governance, Singida District Council will implement the following different strategies and targets as follows:

### **Service Output**

- i. Access to pre- primary education enhanced
- ii. Primary education pass rate increased
- iii. Access to secondary education enhanced.
- iv. Secondary School Pass Rate Increased
- v. Completion rate for secondary education increased
- vi. Medicines /Medical supplies/Medical equipment/laboratory reagents and vaccines services improved
- vii. Reproductive and Child Health care improved
- viii. Communicable diseases Managed and Controlled
- ix. Non – Communicable Disease Control Managed and Controlled
- x. Elderly and vulnerable Care and Support Services ensured
- xi. Antibiotic resistant zoonotic disease controlled
- xii. Treatment and care of other common diseases of local priority improved
- xiii. Blood Transfusion Services enhanced
- xiv. Financial and cooperative services enhanced
- xv. Sport, Culture and Arts in the Community promoted

### **Strategies**

- i. Promote community outreach programs on early learning and available programs.
- ii. Sustain enrollment growth
- iii. Promote quality education
- iv. Promote implementation of the National Strategy for Inclusive Education
- v. Strengthen Assessment Practices
- vi. Promote Teachers Development Programmes.
- vii. Improve teachers' competency at all levels, particularly in Mathematics and Science subjects.
- viii. Strengthen teachers/students' attendance Tracking Systems
- ix. Facilitate enrollment growth for secondary schools' students
- x. Enhance availability of teaching and learning instruments and tools at all levels of secondary school
- xi. Improve teachers' competency at all levels of secondary schools particularly in Mathematics and Science subjects.
- xii. Strengthen teachers/students' attendance Tracking Systems in all levels of
- xiii.



- secondary education
- xiv. Improve access and participation of girls and PWD in secondary education
- xv. Strengthen efficiency in availability of medicine, medical supplies, reagents, vaccine and pharmaceutical equipment.
- xvi. Strengthen the implementation of the National Immunization and Vaccine Development (IVD) Program; the prevention of mother-to-child transmission; and the Reproductive and Child Health (RCH).
- xvii. Strengthen implementation of a National Malaria Strategic Plan (NMP) 2021 – 2025.
- xviii. Enhance implementation of National Noncommunicable Disease Strategy
- xix. Strengthen access to health and social welfare services for the elderly and people with special needs
- xx. Strengthen implementation of the National One Health Strategy (OHS) 2022-2027 through establishing a coordinated response framework to reduce the incidence of zoonotic infectious diseases and antimicrobial resistance.
- xxi. Enhance community awareness of oral diseases
- xxii. Strengthen community awareness of Schistosomes and Soil-Transmitted Helminths
- xxiii. Strengthen the implementation of the Tanzania National Blood Transfusion Services (TNBTS)
- xxiv. Strengthening collaboration between partners to support the collection and distribution of blood
- xxv. Strengthening community campaigns
- xxvi. Enhance implementation of Agricultural Sector Development Programme
- xxvii. Adherence of the Cooperative Societies Act, 2013 and its Regulations, 2015
- xxviii. Promote sport, Culture and Arts in the Community

### Targets

- i. 80% enrollment of eligible children in early learning programmes achieved by 2026
- ii. 100% enrollment of eligible children in primary education maintained by 2026
- iii. Enrolment of 8-13 years old children decreased from 37 pupils in 2021 to 10 under COBET by June 2026.
- iv. Enrolment of 14-18 years old pupils decreased from 20 in 2021 to 7 under COBET by June 2026.
- v. A model for implementing pre-primary and primary inclusive education developed and implemented by June 2026
- vi. Dropout rate decreased to below 5% by 2026.
- vii. Retention rate of at least 95% in primary schools achieved by 2026
- viii. Pass rate increased from 90.3% in 2021 to 95% for STD VII and 91% in 2021 to 100% for STD IV by June 2026
- ix. Completion rate of standard seven pupils increased from 96% in 2021 to 99% by 2026
- x. Enrolment rate of form one student increased from 85% in 2021 to at least 98%

- annually
- xi. Enrolment rate of higher secondary school increased by 100% annually
  - xii. Pass rate of Form II Increased from 85% to 90%, Form IV increased from 91.2% to 95% and to maintain the Form VI pass rate to 100% by 2026
  - xiii. Completion rate for basic education increased from 91.2 % in 2021 to 95% by 2026
  - xiv. Completion rate for higher secondary education increased by 100 by 2026
  - xv. Medicine, medical equipment and medical supplies improved from 95.2% to 100% by June 2026
  - xvi. Infant mortality rate per 1,000 births reduced from 48 to 30 by June 2026
  - xvii. Maternal Mortality Rate per 100,000 reduced by 2026
  - xviii. Malaria prevalence reduced from 4.3% to less than 1.2% by June 2026
  - xix. Prevalence of Malaria diseases among OPD cases reduced from 4% to less than 1.5% by June 2026
  - xx. Coverage of malaria interventions increased from 70% to 90% in all SDC wards by June 2026
  - xxi. Households owning at least one treated mosquito net increased from 70% to 90% by June 2026
  - xxii. Curative services for noncommunicable diseases such as cancer, heart disease, and diabetes improved from 60% to 90% by June 2026
  - xxiii. Access to health and social welfare services to elderly and vulnerable groups increased
  - xxiv. from 80% to 100% by June 2026
  - xxv. Capacity of the health sector to effectively address the threat of zoonotic infectious diseases and antimicrobial resistance enhanced by 100% June 2026
  - xxvi. Prevalence of oral diseases among OPD reduced from 0.6% to 0.3 by June 2026
  - xxvii. Prevalence of soil transmitted Helminthes is reduced from 86.6% to 40% by June 2026
  - xxviii. Collection of safe blood from voluntary unpaid blood donors enhanced from 85% to 100% by June 2026
  - xxix. Conduct at least 5 awareness campaigns on safe blood donation by June 2026.
  - xxx. Cooperative societies increased from 55 to 60 by June 2026
  - xxxi. Management capacity of 55 cooperatives societies strengthened by June 2026
  - xxxii. Cooperative society's performance strengthened by 2026
  - xxxiii. Sports, Culture and Arts in 21 wards Promoted by June 2025
  - xxxiv. Areas earmarked for culture, arts, sports and leisure activities protected 100% by June 2026
  - xxxv. Community sports facilities, art centers, and cultural spaces established and maintained by June 2026.

## Key Performance Indicators

- i. % of eligible children enrolled in early learning programs annually
- ii. Enrollment percentages among marginalized groups and children with disabilities
- iii. % increase in the number of children enrolled in primary schools annually.
- iv. Number of children enrolled compared to the total eligible population
- v. Net Enrolment Ratio (% of Eligible)
- vi. % decrease of students who drop out of primary school each year.
- vii. % of retention rate of students in primary schools
- viii. % increase in pass rates for STD IV by 100% annually.
- ix. Average scores of students in standardized assessments or internal and MOCK exams for both STD VII and STD IV
- x. Average attendance rate of Standard Seven pupils throughout the academic year
- xi. % of Standard Seven pupils completing their studies each year
- xii. Transition rate from standard seven to form one
- xiii. % of Net Enrolment Ratio in lower secondary schools (80% of Eligible)
- xiv. Net Enrolment Ratio for higher secondary school (% of Eligible)
- xv. % Improve examination pass rate of sec. schools in Mathematics
- xvi. % Improve examination pass rate of secondary education in science subjects
- xvii. % of students passing form IV examination (90%)
- xviii. % of students passing form VI examination
- xix. % of transition rate from form four to form five
- xx. % completion of girls' students and students with special needs in all levels of secondary education
- xxi. % of improve in supply chain of medicine and medical equipment
- xxii. % decrease of Infant Mortality Rate per 1,000 births (30)
- xxiii. % decrease of under-five Mortality Rate per 1,000 births (40)
- xxiv. % increase of births attended by a skilled health worker (90)
- xxv. % decrease of Maternal Mortality Rate per 100,000 (180)
- xxvi. % of women receiving prenatal and postnatal care
- xxvii. % of reduced of Malaria prevalence
- xxviii. % increase in the number of children under five who receive ACTs within 24 hours of developing fever (14% to 60%)
- xxix. % increase of households owning at least one treated mosquito net
- xxx. % increase of pregnant women and children under 5 sleeping under treated mosquito nets.
- xxxi. % availability of medicine, medical equipment, reagents and other health commodities, and treatment of noncommunicable diseases
- xxxii. % decrease in non-communicable diseases.
- xxxiii. % of elderly and vulnerable groups who have access to health and social welfare services

- xxxiv. % decrease of zoonotic infectious diseases and antimicrobial resistance
- xxxv. % of reduction prevalence of oral diseases among OPD
- xxxvi. % decrease of Schistosomes and Soil-Transmitted Helminths for preschool children, school- aged children, and women of child-bearing age, including adolescent girls
- xxxvii. Amount of blood units collected
- xxxviii. % of safe blood collected
- xxxix. Number of cooperative societies registered
- xl. Members in Cooperatives Societies
- xli. Number of cooperatives societies facilitated
- xlii. Number of sports competitions/tournaments organized and participated.
- xlili. Number of registered cultures, arts and sports groups
- xliv. Status of protected areas for culture, arts, sports and leisure activities
- xl. Quality of sport facilities

### 3.5.4 Objective D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased Rationale

The objective of enhancing the quality and quantity of socio-economic services and infrastructure is crucial for Singida District Council as it directly supports sustainable development and improves the living standards of its residents. By investing in essential services such as health, education, and transportation, the council can create a robust foundation for economic growth. High-quality infrastructure facilitates efficient service delivery, ensuring that citizens have reliable access to healthcare facilities, schools, and clean water. This not only enhances community satisfaction and trust in local governance but also aligns with national development goals and the Sustainable Development Goals (SDGs).

Moreover, increasing the quality of infrastructure and services helps to promote economic opportunities, particularly in rural areas where access to markets and resources can be limited. Improved transportation and communication networks attract investments, stimulate local businesses, and create job opportunities, ultimately lifting communities out of poverty. Additionally, this objective addresses inequalities by ensuring equitable access to services across urban and rural areas, fostering social cohesion. By aligning with national policies and priorities, Singida District Council can effectively contribute to the broader vision of national development while enhancing resilience against challenges such as climate change and natural disasters.

#### Service Outputs

- i. Access to pre and primary education enhanced
- ii. School infrastructure for basic education increased
- iii. Health infrastructures and facilities improved
- iv. Governance of health sector at Community Level enhanced
- v. Human Resource for health in terms of number professional mix at all levels improved

- vi. Crop production increased
- vii. Extension services improved
- viii. Enhanced Livestock Production and livestock Management
- ix. Agriculture infrastructure improved
- x. Fishing activities facilitated
- xi. Quality buildings constructed and renovated
- xii. Quality kilometers of roads increased in District
- xiii. Land infrastructure services improved
- xiv. Land tenure security ensured
- xv. ICT infrastructure Improved

### **Strategies**

- i. Improve working environment for teaching staff
- ii. Improve teaching and learning environment at all schools
- iii. Improve education infrastructures and facilities at all schools
- iv. Improve and incorporate inclusive teaching and learning environment (classrooms, desks, textbooks, latrines/toilets ratios; boarding for girls; etc.) at all levels.
- v. Improve working environment for teaching staff at all levels of secondary schools
- vi. Promote the availability of essential health infrastructures
- vii. Enhance productivity in strategic crop production.
- viii. Introduce modern crop management systems.
- ix. Continue strengthening effective training and research programmes to benefit key stakeholders including youth, women and people with disabilities.
- x. Sensitize application of Science, Technology and Innovation to Improve Productivity and Yields
- xi. Strengthen implementation of Guidelines for the Implementation of the Fertilizer Subsidy Program
- xii. Develop programs to improve extension services in remote areas
- xiii. Encourage the use of ICT in the provision of extension services
- xiv. Enhance feeding and nutrition programs to increase livestock weight gain.
- xv. Strengthen animal diseases surveillance systems
- xvi. Facilitate availability and affordability of vaccines.
- xvii. Facilitate dipping of livestock for parasite control
- xviii. Conduct a comprehensive need assessment
- xix. Provide training programs
- xx. Ensure fish and fishery products quality, safety and standards.
- xxi. Support marine spatial planning and sustainable use and management of marine resources
- xxii. Implement a systematic maintenance schedule
- xxiii. Secure adequate funding for maintenance
- xxiv. Secure dedicated funding for community road construction and maintenance

- xxv. Establish a Comprehensive Valuation Framework:
- xxvi. Mainstream land management and planning systems in other sectoral development plans
- xxvii. Promote the use of ICT in land surveying and titling.
- xxviii. Promote planned and serviced settlements
- xxix. Design user-friendly interfaces for all IT systems to enhance user experience and accessibility for business users
- xxx. Upgrade necessary infrastructure (network bandwidth, routers, etc.) to support VOIP technology effectively

### **Targets**

- i. School teachers' houses increased from 260 in 2021 to 320 by June 2026
- ii. Primary school desks increased from 17,600 in 2021 to 22,000 by June 2026
- iii. Pit latrines to pre and primary schools increased from 1,400 in 2021 to 2,050 by June 2026
- iv. Pre and primary schools increased from 95 in 2021 to 108 by June 2026
- v. Primary schools' classrooms increased from 776 classrooms in 2021 to 980 by June 2026
- vi. Access to sanitation facilities and clean water increased from 10% to 40% in all primary schools by 2026.
- vii. Access to electricity increased from 20% to 70% in all primary schools by 2026.
- viii. Secondary school classrooms increased from 372 in 2021 to 673 by June 2026
- ix. School teachers' houses increased from 72 in 2021 to 86 by June 2026
- x. Science Secondary school's laboratories increased from 18 to 36 by June 2026
- xi. Pit latrines to 36 secondary schools increased from 364 in 2021 to 1,196 by June 2026
- xii. Number of books in secondary schools increased from 60% to
- xiii. 100% by June 2026
- xiv. Secondary schools Dormitories increased from 7 in 2021 to 21 by June 2026
- xv. Secondary schools Dining hall/assembly halls increased from 3 in 2021 to 7 by June 2026
- xvi. Construction of at least 2 health centers and 3 dispensaries by 2026.
- xvii. Health sustainable ICT systems Installed and operationalized by 100% by June 2026
- xviii. Existing health infrastructures maintained 100% by June 2026
- xix. Food crops production and productivity increased from 260,000 tons to 432,000 Tons by June 2026
- xx. Cash crops production and productivity increased from 12,826 Tons to 17,543 Tons by June 2026
- xxi. 70% of local farmers trained on best agricultural practices and technology adoption by June 2026
- xxii. Access to quality seeds, fertilizers, and pesticides for at least 80% of farmers



- increased by 2026
- xxiii. Agriculture Extension services improved in 121 villages by June 2026
- xxiv. Livestock keepers sensitized and facilitated on improving their herds by raising livestock breeds that produce high quantity and quality of milk, meat and eggs by June 2026
- xxv. Quality hides and skins increased to 75% by 2026
- xxvi. Livestock vaccination programs increased annually
- xxvii. Access to veterinary services increased and improved by June 2026
- xxviii. A comprehensive disease surveillance system to monitor and respond to outbreaks developed and implemented by June 2026
- xxix. Agriculture infrastructure storage facilities increased from 27 to 32 by June 2026
- xxx. Agriculture Wards Resource Centers increased from 3 to 5 by June 2026
- xxxi. Appropriate extension services to transform fishing practice provided by June 2026
- xxxii. Provision of demand driven quality and timely fisheries extension services improved by June 2026
- xxxiii. Maintaining Quality of council buildings at 100% annually
- xxxiv. Dilapidated office buildings in all wards reduced off by 80% by June 2026
- xxxv. Community roads network improved at least by 80% annually
- xxxvi. Property valuation in each of 21 wards sustained by 25% annually
- xxxvii. At least 25% of Land planning, surveying and titling of land parcels for public use, investment and human settlement promote and facilitate annually
- xxxviii. At least 90% of an Integrated Land Management Information System upgrade and scaled up annually
- xxxix. At least 5 town planning drawings and 3 Village Land Use improved annually
- xl. Ensure that all areas owned by SDC have secured all necessary ownership documents including tittle deeds by June 2026
- xli. IT efficient systems to support ease of doing business facilitated 100% by June 2026
- xl.ii. Dynamic database driven Council website developed and implemented 100% by June 2026
- xl.iii. Telephone system that embraces VOIP technology upgraded by 100% by June 2026

### **Key Performance Indicators**

- i. Number of teacher's house constructed and rehabilitated
- ii. % increase of primary school teachers accommodated to staff houses
- iii. Number of desks fabricated, and rehabilitated
- iv. Pupil/desk Ratio (2:1)
- v. Pupil/Latrine Ratio (25:1 - Boys)
- vi. Pupil/Latrine Ratio (20:1 - Girls)
- vii. Number of pre and primary school constructed
- viii. Pupil/Classroom Ratio (60:1)
- ix. Percentage of schools meeting sanitation and clean water (60.0)



- x. % increase in the number of primary schools with access to electricity (60:0)
- xi. Number of secondary schools' classrooms constructed and rehabilitated
- xii. students/Classroom Ratio in lower secondary schools (40:1)
- xiii. Number of secondary school teacher's house constructed.
- xiv. Number of secondary schools' science laboratories constructed
- xv. Student/Latrine Ratio in lower secondary schools (20:1)
- xvi. Students/book ratio
- xvii. Number of dormitories constructed.
- xviii. % of students accommodated in schools' dormitories.
- xix. Number of dining hall halls constructed.
- xx. Number of health infrastructures buildings constructed and maintained
- xxi. % installation of health interoperable ICT system
- xxii. Number of crops tons produced
- xxiii. % Increase in agricultural productivity (4.7)
- xxiv. Food sufficiency ratio (%)
- xxv. Acres/Hectare under irrigation
- xxvi. Number of Large-Scale Farms (Block Farms) established
- xxvii. % of agricultural land under mechanization services along the value chain
- xxviii. % increase of access to quality agricultural inputs (seeds, fertilizers, and pesticides)
- xxix. Number of extension officers increased
- xxx. % availability of improved extension service delivery at village and ward levels.
- xxxi. % of quality hides and skin
- xxxii. Meat Production (Kg/Tons)
- xxxiii. Milk Production in (Litres)
- xxxiv. % decrease of livestock mortality rate (12)
- xxxv. % decrease of livestock morbidity rate (3)
- xxxvi. % of livestock vaccination coverage rate (50)
- xxxvii. % increase of livestock Dipping rate (85)
- xxxviii. % decrease in the incidence of livestock diseases
- xxxix. % Decrease in postharvest loss
- xl. Capacity of storage facilities (%)
- xli. % of farmers utilizing the services and resources provided by the centers.
- xl.ii. Number of Fisheries Extension Officers
- xl.iii. Fisheries production (kg/Tons) per year
- xliv. % of office buildings that meet established quality assurance standards
- xl. Total road length improved (Km)
- xlvi. % of property valuations completed annually
- xl.ii. % of land surveyed
- xl.iii. Number of regularized properties in unplanned settlements
- xl. Number of residential licenses issued to property owners

- I. % of general land covered by informal settlements
- li. Area of land (acres) allocated and protected for public uses
- lii. Area of land (acres) allocated and protected for investment
- liii. Number of Functional DLHTs (district land housing tribunals)
- liv. Proportions of villages with Land Use Plans
- lv. Number of Title deeds secured
- lvi. % Decrease of land disputes
- lvii. Number of visitors to the council's website
- lviii. % of staff using the new VOIP system
- lix. % of user satisfaction with the VOIP system

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

#### Rationale

Enhancing good governance and administrative services is vital for Singida District Council as it strengthens accountability, transparency, and citizen engagement in local governance. Effective governance ensures that public resources are managed efficiently and equitably, thereby fostering trust between the council and the communities it serves. By implementing robust administrative practices and promoting participation in decision-making processes, the council can empower residents to voice their concerns and contribute to local development initiatives. This approach not only improves service delivery but also aligns with national policies aimed at promoting good governance across Tanzania.

Furthermore, strong governance frameworks are essential for addressing issues such as corruption, inefficiency, and lack of access to information, which can hinder socio-economic development. By enhancing administrative services, Singida District Council can streamline operations, improve the quality of public services, and ensure compliance with legal and regulatory frameworks. This ultimately leads to increased public confidence in local institutions and encourages collaborative efforts between government and community stakeholders. Such improvements are crucial for creating an environment conducive to sustainable development and for achieving the broader goals outlined in Tanzania's national development agenda.

#### Service Outputs

- i. Participation in decision making, Transparency and accountability maintained
- ii. Conducive working environment improved
- iii. Staff integrity enhanced
- iv. Improved human resources motivation and productivity
- v. Increased staff productivity
- vi. Community participation in development enhanced
- vii. Participation in decision making Enhanced
- viii. Governance and Strategic Planning process enhanced
- ix. Legal Services Enhanced

- x. Own source revenue collection improved
- xi. Transparency and Accountability Maintained
- xii. Assurance of Internal Controls Systems Enhanced
- xiii. Government communication protocols enhanced and sustained
- xiv. Data dissemination to different users enhanced
- xv. Access of multimedia systems improved

### **Strategies**

- i. Strengthen good governance and accountability
- ii. Enhance the Council Decision-Making frameworks
- iii. Enhanced Council Administrative Service
- iv. Strengthen organizational and human resource management.
- v. Establish public service staff' opinion on the public service compliance to the code of ethics
- vi. and conduct
- vii. Enhance human resources management
- viii. Improve working environment for all council staff of SDC
- ix. Enhance a management framework to implement Government's policies regarding
- x. decentralized management of health services
- xi. Enhance community participation in development processes
- xii. Enhance community participation in planning and budget process
- xiii. Strengthen the implementation of SDC-SP including prioritization, planning, integration and alignment of implementation interventions
- xiv. Strengthen Annual Budget Preparation and Reporting Process
- xv. Strengthen provide of necessary information and data for proper planning and decision making at all levels.
- xvi. Strengthen legal compliance
- xvii. Strengthen enforcement and compliance with legal standards
- xviii. Strengthen Tribunal Capacity
- xix. Improve governance systems and coordination of government business;
- xx. Strengthen SDC financial self-sufficiency
- xxi. Comply with financial management Standards
- xxii. Improve internal control systems
- xxiii. Enforce compliance to the Procurement Act and its Regulations
- xxiv. Improve internal control systems
- xxv. Enforce Comprehensive Audit Schedule
- xxvi. Comply with Quality Management Standards (QMS).
- xxvii. Strengthen communication strategy intended to inform and engage both public and private stakeholders
- xxviii. Develop and implement a comprehensive plan for the LAN
- xxix. Upgrade existing networking infrastructure

xxx. Enhance installation and Configuration

**Targets**

- i. Statutory meetings enhanced 100% annually
- ii. A clear and structured decision- making process that incorporates stakeholder input and aligns with best practices in governance established and maintained 100% by 2026
- iii. Complains among the community and public servants reduced from 35% to 20% by June 2026
- iv. Conducive working environment improved from 70% to 85% by June 2026.
- v. At least three (3) strategies to equip staff with working tools implemented annually
- vi. At least three (3) strategies on staff involvement in decision making implemented annually
- vii. Awareness on public service rules, regulations, circulars and policy enhanced from 90% to 99% by June 2026
- viii. Human resource management improved by June 2026
- ix. Human resource policies and plans effectively operationalized by June 2026
- x. Working environment of education staffs improved from 90% in 2021 to 95% for 10 education staff 21 Ward Education Officers and 97 Head teachers from by June 2026
- xi. Primary school teachers supported in various expenses increased from 81% in 2021 to 95% by June 2026
- xii. Working environment of education staff 6 improved from 88% in 2021 to 95% by June 2026
- xiii. Secondary school teachers supported in various expenses increased from 87% in 2021 to 95% by June 2026
- xiv. Managerial and leadership skills for 4 education staff and 697 teachers improved from 94% staffs in 2021 to 100% by June 2026
- xv. Organizational structure and institutional management capacity at all levels improved from 75% to 95% by June 2025
- xvi. Community participation and involvement in health promotion actions to be strengthened from 95% to 100% by June 2025
- xvii. Competent health workforce with adequate and updated competencies ensured by June 2026
- xviii. Provision of on-the-job training for all health care workers enhanced 100% by June 2026
- xix. Governance of health sector at Community Level enhanced
- xx. At least 80% of Community participation in development processes with special provisions for youth, women and PWDs promote by June 2026
- xxi. Working environment for 15 CD staff facilitated by June 2026
- xxii. Participation of community in budget preparation, implementation and monitoring

- from villages to council level enhanced from 80% to 100% by June 2026
- xxiii. Implementation of Mid-Term Strategic Plan (2021/22-2025/26) coordinated by June 2026
  - xxiv. Training for council staff on strategic planning and implementation to enhance their skills and
  - xxv. understanding of the plan's objectives enhanced by June 2026
  - xxvi. Council's budgets and plans prepared and implemented annually
  - xxvii. Council's performance reports prepared quarterly
  - xxviii. Council Statistics and Data management for tracking progress and improve evidenced-based planning, policy and decision making at local levels of enhanced by June 2026
  - xxix. Conducive working environment to Planning and Coordination Division Staffs ensured by June 2026
  - xxx. Cases against Council reduced from 15 to 0 by June 2026
  - xxxi. 100% of council staff trained on existing laws regulation and quality standards by June 2026
  - xxxii. Capacity of Ward Tribunals strengthened 100% annually
  - xxxiii. Council by-laws reviewed and enacted by June 2026
  - xxxiv. Legal advice and opinion strengthened from 60 % to 100% annually
  - xxxv. Working environment for Legal Services Unit improved from 60 % to at least 80% by June 2026
  - xxxvi. Number of new revenue sources increased from 25 to 30 by June 2026
  - xxxvii. Council own source revenue collection increased from 75% to 90% by June 2026
  - xxxviii. Own source revenue collection maintained by 100
  - xxxix. Conducive working environment to 21 Finance and Accounts staff ensured by June 2026
  - xl. Council financial statements/reports timely prepared, submitted and maintained by June 2026
  - xli. Procurement Plan prepared and implemented at least by 90% annually
  - xlii. At least 100% of Annual Procurement Plan (APP) implemented annually
  - xlili. At least four (4) procurement reports prepared and submitted to PPRA periodically
  - xliv. Procurements of goods, services and works management to 9 divisions, 11 units, 21 Ward and 84 villages facilitated annually
  - xlvi. Compliance level of Public Procurement Act and its Regulations improved from 74% to 97% by June 2026
  - xlvi. Council's 121 Villages, 151 Primary schools,44 Secondary schools 7 Health facilities,60
  - xlvi. dispensaries, Development projects1Hospital, 54 development projects,72 Youth,151 Women and 13 people with disability economic
  - xlvi. Groups audited by June 2026

- xl. Risk Based Audit plan prepared and executed quarterly by June 2025.
- li. Council Audit Report prepared quarterly
- lii. Auditor's opinion of financial statements maintained by June 2026
- liii. Value for Money to Development projects achieved by 100% by June 2026
- liiii. CAG general recommendations implemented 100% by June 2026.
- liv. Government Communication Protocols in Council's 9 Divisions and 11 Units Enhanced by June 2025
- lv. Government communication protocols in 22 wards and 87 villages enhanced by June 2026
- lvi. Multi-channel communication strategy that includes social media, local radio, community meetings, newsletters, and official websites to reach diverse audiences effectively implemented by June 2026
- lvii. At least 2 training sessions for council staff on communication protocols and techniques conducted annually
- lviii. 50% increase in community participation in council communication events and forums by June 2026
- lix. Public awareness of government services and initiatives increased by 40% by June 2026
- lx. Local Area Network (LAN) at Health Facilities buildings, SDC offices built and maintained at least by 90% by June 2026
- lxi. Council's fiber link built and maintained by 100% annually
- lxii. Adequate internet bandwidth to meet Council needs provided and maintained at least by 100% annually
- lxiii. Communication facilities - Video Conference System and Electronic Notice boards installed by at least 90% by June 2026

### **Key Performance Indicators**

- i. % of reduced community complaints.
- ii. Number of statutory meetings facilitated.
- iii. Number of public consultations, workshops/ meetings conducted.
- iv. % of working environment improved
- v. Number of interventions implemented
- vi. % of staff acknowledging the code of conduct.
- vii. % increase of recruited staff with the qualified skills.
- viii. % of staff retained
- ix. Level of staff performance
- x. staff turnover level.
- xi. % decrease in the number of legal cases filed against Singida District Council
- xii. % of grievances resolved through the established resolution mechanism compared to those that escalate to legal cases.
- xiii. Number of training sessions conducted on legal compliance and ethical standards,



- along with participation rates.
- xiv. Number of training sessions conducted for tribunal members.
  - xv. Number of community outreach activities conducted to raise awareness about Ward Tribunals.
  - xvi. Number of training sessions conducted for council members
  - xvii. Number of new revenue sources introduced and secured
  - xviii. % increase in own-source revenue collected annually
  - xix. Number of internal pre-audits conducted
  - xx. CAG audit opinion (Un-qualified and Qualified)
  - xxi. Decrease number of audit quarrel
  - xxii. %of audit recommendations implemented within the specified timeframe.
  - xxiii. % Improve of community structures functioning to enhance community accountability for health programmes and services
  - xxiv. % of community participating in development initiatives
  - xxv. % of community actively engaged and participated in planning and implementation activities
  - xxvi. % of targets outlined in the Strategic Plan that have been successfully implemented by June 2026
  - xxvii. % of the budget utilized effectively compared to the planned expenditures.
  - xxviii. % of data entries that are accurate and free from errors in the council statistics database
  - xxix. Level of SDC strategic activities coordination
  - xxx. PPRA Audit rating.
  - xxxi. Number of regulatory bodies and associations involved.
  - xxxii. Number of processes automated annually
  - xxxiii. Number of Council's interventions audited
  - xxxiv. Types of External Audit Opinion on Quality Management System compliance
  - xxxv. Number of press conferences on matters relating to implementation of government policies, programs and projects.
  - xxxvi. Number of communication initiatives and outreach activities
  - xxxvii. % increase in public awareness regarding council services and initiatives
  - xxxviii. % of local Area Network infrastructure built and maintained
  - xxxix. Status of Fiber data connection in place
  - xl. % of available bandwidth utilized during peak and off-peak hours
  - xli. Number of internet outages or downtimes experienced per month
  - xl.ii. % of video conferencing systems and electronic notice boards successfully installed and operational.



### 3.5.6 Objective F: Social Welfare, Gender and Community Empowerment Improved

#### Rationale

Improving social welfare, gender equality, and community empowerment is essential for Singida District Council to foster inclusive development and enhance the overall well-being of its residents. By prioritizing social welfare initiatives, the council can address critical issues such as poverty, healthcare access, and education, which disproportionately affect marginalized groups. Empowering communities especially women and vulnerable populations ensures that all citizens have equal opportunities to participate in economic and social activities. This aligns with national policies aimed at promoting gender equality and social inclusion, helping to create a more equitable society.

Additionally, enhancing gender and community empowerment contributes to the broader economic and social development goals of the district. When women and marginalized groups are empowered, they can contribute significantly to local economies and decision-making processes. This not only leads to improved family and community well-being but also drives sustainable development. By integrating gender perspectives into planning and service delivery, Singida District Council can create a supportive environment that fosters collaboration among community members, enhances resilience, and promotes a more cohesive and prosperous society.

#### Service Outputs

- i. Gender Affirmative Actions enhanced
- ii. Improved maternal, infant, young child and adolescent nutrition behaviors
- iii. Social protection to vulnerable community members enhanced
- iv. Improved prevention and response services on Gender Based Violence (GBV)

#### Strategies

- i. Develop and implement gender-sensitive policies that promote equal opportunities in employment, education, and health services.
- ii. Ensure that all council programs and projects integrate gender considerations
- iii. Promote women's representation in leadership positions within the council and local organizations
- iv. Enhance implementation of National Multisectoral Nutrition Action Plan (NMNAP), 2021/22- 2025/26
- vi. Strengthen implementation of Reproductive and Child Health (RCH).
- vii. Women, Youth and Disabled group financial and economic capacity improved and maintained
- viii. Promote inclusiveness and economic empowerment for women, youth and disabled group
- ix. Strengthen management and regulation of community empowerment funds
- x. Extend social protection coverage to both formal and informal sectors.
- xi. Promote individual and community savings behavior and attitudes, and investment in

- productive activities.
- xii. Strengthen the management of citizens' investment funds.
- xiii. Strengthen early childhood development services and child protection.
- xiv. Strengthen efforts against gender-based violence and violence against children

### **Targets**

- i. Gender affirmative actions and programmes implemented by June 2026
- ii. Youth and women in leadership positions within the council and community organizations increased from 20% to at least 80% by June 2026
- iii. Access to capital for women economic groups improved from 479 to 979 by June 2026.
- iv. Access to capital for youth economic groups improved from 80 to 140 by June 2026
- v. Access to capital for people with disability economic groups improved from 18 to 40 by June 2026
- vi. Loan repayment of 10% strengthened from 75.64% to 90% by June 2026
- vii. Access to capital for youth economic groups improved from 286 to 786 by June 2026
- viii. Access to capital for people with disability economic groups improved from 37 to 187 by June 2026
- ix. Loan repayment of 10 % strengthened from 75.64% to 95% by June 2026
- x. 482 VSLA, 250 youth, 250 women and 100 people with disability groups formed and registered by June 2026
- xi. Relief Assistance to PSSN households ensured in 121 villages by June 2026
- xii. Livelihood and welfare of vulnerable populations to reduce income poverty and dependency improved by 50% by June 2026
- xiii. Economic empowerments aim to build the society's self-reliance and resilience to shocks promoted by June 2026
- xiv. Community response to GBV strengthened from 10 to 60 villages by June 2026.
- xv. 21 wards reached by Ant-Gender Based Violence campaign by June 2026.
- xvi. Community awareness on Gender Based Violence in 21 wards

### **Key Performance Indicators**

- i. Number of gender affirmative action implemented annually
- ii. % of gender-sensitive policies implemented effectively
- iii. % availability and accessibility of gender-disaggregated data for planning and evaluation purposes
- iv. Number of active economic groups accessed capital
- v. Number of loan applications submitted and approved for youth, women and PWD
- vi. Amount of Funds Disbursed:
- vii. Amount of capital refunded by beneficiaries' groups
- viii. % increase of Livelihood Income Generating Activities (IGAs) with approved business plans that are set up within six months of receiving livelihood grant support

- ix. Number of eligible beneficiary households receiving enhanced livelihood support including appropriate basic and skill training and livelihood grant (Number)
- x. Number of PWP sub-projects/community assets created through PSSN Program (cumulative)
- xi. % Proportion of children in beneficiary households aged 0-24 months old attending health facilities regularly (95)
- xii. % Proportion of children in beneficiary households aged 6-18 years enrolled in primary schools with more than 80% of attendance a month (95)
- xiii. % Proportion of eligible children in beneficiary Households linked to secondary school (8)
- xiv. Proportion of beneficiary household receiving disability benefit (6)
- xv. % Increase of social protection coverage for GBV groups
- xvi. Number of wards reached by Ant-Gender Based Violence campaign

### **3.5.7 Objective G: Management of Natural Resources and Environment Improved**

#### **Rationale**

Effective management of natural resources and the environment is crucial for Singida District Council to ensure sustainable development and the well-being of its communities. Given Tanzania's rich biodiversity and reliance on natural resources for economic activities such as agriculture, fishing, and tourism, the council's efforts to improve resource management can significantly enhance livelihoods and food security. By promoting sustainable practices, the council can mitigate environmental degradation, conserve ecosystems, and ensure that resources are available for future generations. This aligns with national objectives aimed at promoting environmental sustainability as part of broader economic development strategies.

Moreover, strengthening environmental management supports community resilience against climate change and other environmental challenges. Implementing policies that prioritize conservation and responsible resource use empowers local communities to actively participate in environmental stewardship. This not only raises awareness about the importance of protecting natural resources but also fosters a sense of ownership among residents. By integrating environmental considerations into local governance, Singida District Council can create a more sustainable and adaptive community that balances economic growth with ecological health, ultimately contributing to the achievement of national and global environmental goals.

#### **Service Outputs**

- i. Environmental Health and Sanitation improved
- ii. Climate change adaptation and mitigation measures strengthened
- iii. Stakeholder's engagement in development and management of forest resources for
- iv. conservation promoted.
- v. Solid waste management increased
- vi. Cemeteries management improved.

## Strategies

- i. Enhance safe and healthy environment
- ii. Strengthen capacity for addressing climate change Adaptation and mitigation measures
- iii. Enforce Environmental Management Act, 2004
- iv. Promote stakeholder's engagement in development and management of plantation forest
- v. resources for conservation and economic growth.
- vi. Enforce regulations on waste management including e-waste, Hazardous waste, solid waste, plastic waste and Mercury

## Targets

- i. Environmental health, hygiene practices and sanitation capacity at all Health Facilities strengthened from 40% to 90% by June 2026
- ii. Access to basic sanitation and basic hygiene facilities improved from 40% to 90% by 2026
- iii. Renewable green energy technologies (biogas, LPG, Solar Energy), and Climate change adaptation promoted by June 2026
- iv. Consumption of alternative charcoal/energy promoted in 21 wards by June 2026
- v. Management of District Natural Forest in 21 wards improved by June 2026
- vi. At least 10 strategies to combat poaching, illegal harvesting and trade of wildlife, forest, bee and antiquities resources develop and implemented by June 2026
- vii. At least 20 afforestation programmes implemented in all 21 wards by June 2026
- viii. At least 2 community-based natural resource management programs implemented by June 2026
- ix. Villagers participating in appropriate beekeeping increased from 736 to 900 by 2026
- x. Bee hives increased from 8,805 to 9,000 by June 2026
- xi. Beekeeping micro income generating projects through O & OD plans in 80 villages established by June 2026
- xii. 3 collection points of solid waste management constructed by June 2026
- xiii. Cleanliness improved from 40% to 60% by June 2026
- xiv. Management of dumpsites improved from 0% to 40% by June 2026
- xv. Management of solid wastes in 21 wards facilitated by 2026.
- xvi. Timely preparation of periodic reports on state of the environment improved from 50% to 80% by June 2026
- xvii. Enforcement of Environmental laws and its regulations improved from 50% to 70% by June 2026
- xviii. Cesspit emptying service improved from 20% to 40% by June 2026
- xix. Management of cemeteries improved from 20% to 50% by June 2026

### **Key Performance Indicators**

- i. % Improve of environmental health, hygiene practices and sanitation capacity at all Health Facilities
- ii. % decrease of diseases caused by inadequate water, sanitation and hygiene (WASH)
- iii. Reduced Deforestation Rate (Acre/Ha)
- iv. % Increased consumption of alternative charcoal/energy
- v. % of large projects/ business complying with approved Environmental and Social Impact Assessment (EIA) and audit regulations
- vi. % reduced land degradation reduced
- vii. % of forest area under conservation
- viii. % reduced poaching, illegal harvesting and trade of wildlife, forest, bee and antiquities resources
- ix. Number of beekeeping micro income-generating projects established
- x. Number of bee hives installed
- xi. Average honey production per hive
- xii. Number of collection points constructed
- xiii. % improvement of cleanliness.
- xiv. Level of compliance to environmental policy, EMA, guidelines and environment quality standards increased

### **3.5.8 Objective H: Local Economic Development Coordination Enhanced**

#### **Rationale**

Enhancing local economic development (LED) coordination is essential for Singida District Council to stimulate sustainable economic growth and improve the quality of life for its residents. By fostering an integrated approach to LED, the council can leverage local resources, engage community stakeholders, and create an environment conducive to business development and investment. This objective aligns with Tanzania's broader national development goals by promoting economic diversification, reducing poverty, and creating job opportunities. Effective coordination among local government, private sector actors, and community organizations will facilitate the identification of unique local opportunities while addressing obstacles to development, such as inadequate infrastructure, limited access to finance, and skills gaps.

Additionally, employing participatory approaches will enable Singida District Council to systematically analyze the specific factors that facilitate or hinder local economic progress. By identifying opportunities for growth, such as agricultural innovations, tourism potential, and emerging industries, the council can prioritize interventions that maximize these prospects. Simultaneously, recognizing and addressing obstacles such as regulatory challenges, market access issues, and educational deficits will strengthen the council's ability to implement targeted strategies that enhance local economic resilience. This comprehensive approach not only supports sustainable development but also ensures that the benefits of economic growth are equitably

distributed among all community members, thereby fostering a more inclusive and prosperous Singida District.

### **Service Outputs**

- i. Community Participation and Sense of ownership increased
- ii. Projects Planning and Management strengthened
- iii. Conducive environment for investment created
- iv. Community Initiative- CIS Ensured
- v. Number of investors available, types of investment conducted

### **Strategies**

- i. Strengthen the implementation of “Mpango wa Taifa wa Kuhamasisha na Kusimamia Maendeleo ngazi ya Msingi”
- ii. Sensitize the Improved O&OD mechanism
- iii. Enhance coordination of Local economic Development
- iv. Strengthen planning activities
- v. Improve Business and Investment Environment of the SDC
- vi. Facilitate increased business start-up and private sector involvement
- vii. Enhance the scope of SDC benefits from strategic geographical opportunities through enabling improved business environments
- viii. Promote investment and trade for available opportunities
- ix. Promote trade of locally value-added goods and services

### **Targets**

- i. People participation in development project maintained by 90% annually
- ii. At least 70% of community self-help initiative enhanced in 45 villages annually
- iii. Capacity building on proposal writeups to 9 division and 11 units in the council enhanced by June 2026
- iv. Project feasibility studies and proposal conducted and developed by June 2026
- v. Implementation of the Council Socio-Economic Profile to Improve the Business Environment enhanced by June 2026
- vi. Community priorities accommodated in terms of CIs in council plans and Budgets accommodated by June 2025
- vii. Project initiated by community increased from 12 to 40 by June 2026
- viii. Register of industries and investment area prepared and sustained by 100% by June 2026
- ix. At least 3 Project Proposal/Feasibility Studies for investment prepared by June 2026
- x. Council investment profile developed and operationalized by June 2026
- xi. At least 2 Business councils’ forums conducted annually
- xii. At least 5 Interventions for Doing Business and Investment enhanced by June 2026
- xiii. Revenue collection from business license, Liquor license, Hotel levy, Service Levy



and business Advertisement fees increased from 50% to at least 80% by June 2026

### **Key Performance Indicators**

- i. Number of community self-help projects initiated
- ii. Number of wards and villages facilitated
- iii. % of community initiatives/projects received moral, technical and financial support
- iv. Number of Wards and village with facilitators.
- v. Number of proposals writes-up developed and submitted
- vi. Number of potential candidate projects identified
- vii. Number of potential investment opportunities identified
- viii. Number of potential investors identified and solicited
- ix. Number of CSI/projects implemented
- x. % completion and operationalization of industries and investment area register.
- xi. Number of new investments and/or business expansions
- xii. Council investment profile developed/revised and in place
- xiii. Number of key sectors and opportunities identified in the investment assessment.
- xiv. Number of priority investment projects initiated
- xv. Number of stakeholders (business leaders, government officials, etc.) attended the forums.
- xvi. % increase in the number of SMEs accessing financing.
- xvii. Changes in local business activity indicators, such as the number of new businesses registered or investment levels.
- xviii. % increase in total revenue collected from business licenses, liquor licenses, hotel levies, service levies, and business advertisement fees.

### **3.5.9 Objective I: Emergency and Disaster Management Enhanced Rationale**

Enhancing emergency and disaster management is vital for Singida District Council to safeguard the lives and livelihoods of its residents in the face of increasing natural disasters and climate-related challenges. Tanzania is prone to various hazards, including floods, droughts, and epidemics, which can have devastating impacts on communities, infrastructure, and the local economy. By strengthening disaster preparedness and response mechanisms, the council can ensure that it is equipped to effectively manage emergencies, minimize risks, and protect vulnerable populations. This objective aligns with national strategies aimed at building resilience and improving disaster management capacities at all levels of government.

Moreover, effective disaster management fosters community resilience by empowering local stakeholders to actively participate in planning and response efforts. By involving communities in risk assessment and preparedness training, Singida District Council can enhance awareness and create a culture of preparedness that mitigates the impact of disasters. This collaborative approach not only improves the council's response capabilities but also strengthens social cohesion and



trust among residents. Ultimately, by prioritizing emergency and disaster management, the council can contribute to the overall safety and well-being of the community, ensuring a sustainable and resilient future.

### **Service Outputs**

- i. Emergency and disaster properly handled and managed.
- ii. Emergency and Disaster Management improved
- iii. Management of emergency and disaster at all levels strengthened

### **Strategies**

- i. Enforce effectively implementation of Tanzania Emergency Preparedness and Responsive Plan (TEPRP).
- ii. Develop and implement an integrated disease surveillance system
- iii. Strengthen public Awareness Campaigns
- iv. Enforce implementation of Risk Register and Management Framework
- v. Enhance ICT Business Continuity Plan

### **Targets**

- i. Response to public health and medical care needs during disaster or emergency effectively coordinated 100% by June 2026
- ii. Availability of health workers, medicines, safe blood, and medical supplies during emergencies ensured by 100% by June 2026
- iii. Provision of psychological support services for disaster victims, disaster workers, and/or others who have experienced trauma due to an emergency/disaster event coordinated at least by 100% by June 2026
- iv. Early warning disease surveillance and food security enhanced June 2026
- v. Training programs on identifying early signs of disease outbreaks and food insecurity effectively conducted by June 2026
- vi. Response to Disease Outbreaks (Rift Valley Fever, Avian Influenza, Food Poisoning, Swine Flu, etc.) strengthen by June 2026
- vii. Risk management framework developed, updated and maintained by June 2026
- viii. Internal control and risk management systems evaluated by June 2026
- ix. Interventions for environmental disasters (e.g., forest fire, flooding, drought) implemented by June 2026
- x. Comprehensive District Emergency Preparedness and Responsive Plan developed and operationalized by June 2026
- xi. Policy and standards on ICT developed and implemented at least by 100% by June 2026
- xii. ICT data recovery and backups Facilities; genuine anti-virus programs; and drivers Operating systems procured and installed at least by 90% by June 2026
- xiii. CCTV Surveillance System and Biometric Access Control Systems Applications

procured and installed by 100% by June 2026

#### **Key Performance Indicators**

- i. % of essential medicines and medical supplies available in emergency stockpiles
- ii. % of required health worker positions filled and deployed to emergency response
- iii. Number of safe blood units available in blood banks and the percentage increase in blood donations prior to expected emergencies.
- iv. % of affected populations receiving psychological support services
- v. % of vulnerable populations with acceptable food security levels
- vi. % of local communities engaged in disease surveillance and reporting mechanisms
- vii. % Implementation of SDC- Risk Register and Management Framework
- viii. % Implementation of comprehensive emergency response plans
- ix. Number of ecosystem restoration projects initiated (e.g., reforestation, wetland restoration)
- x. % of data recovery solutions
- xi. % of staff trained on data management and security practices.
- xii. % of CCTV and biometric systems installed
- xiii. % of critical areas covered by CCTV surveillance

### **3.5.10 Objective Y: Multisectoral Nutrition Services Improved**

#### **Rationale**

Improving multisectoral nutrition services in the Singida District Council is crucial for addressing malnutrition and aligns with Tanzania's National Multisectoral Nutrition Action Plan (NMNAP), 2021/22-2025/26, which emphasizes a collaborative approach across various sectors such as health, agriculture, education, and social protection. In Singida, where food insecurity is prevalent, enhancing these services can lead to better health outcomes and improved quality of life. By integrating nutrition-sensitive interventions that consider local needs such as promoting diverse agricultural practices, ensuring access to clean water, and implementing community education on nutrition the district can effectively tackle the underlying causes of malnutrition. This multifaceted strategy not only addresses immediate nutritional challenges but also supports broader national goals of food security and sustainable economic development, ultimately fostering a healthier, more resilient community.

#### **Service Outputs**

Improved maternal, infant, young child and adolescent nutrition behaviors Strengthen

#### **Strategies**

- i. Strengthen implementation of National Multisectoral Nutrition Action Plan (NMNAP), 2021/22- 2025/26
- ii. Incorporate nutrition education into school interventions
- iii. Conduct community campaigns that highlight the importance of nutrition and the role of agriculture in food security

- iv. Promote local production of nutrition commodities and supplies (specialize nutritious foods and anthropometric equipment's)

### **Targets**

- i. Stunting level in children aged 0– 59 months in the council reduced from 47% to 20% by June 2026
- ii. Proportion of newborns breastfed within one hour increased from 87.6% in 2021 to 95% by 2026.
- iii. Nutrition, food hygiene and safety monitoring mechanism improved from 40% to 80% by June 2026
- iv. Nutritional status of the population, both in terms of reducing under- and over-nutrition improved by 80% by 2026
- v. At least 50% increase in the nutritional knowledge of students and parents by June 2026
- vi. At least 15 school gardens/farms with a focus on diverse crops established by June 2026
- vii. At least 15 schools to be provided with nutritious' seeds crops to support the availability of nutritious produce annually
- viii. Agricultural extension officer in all 21 wards train on the prevention of malnutrition

### **Key Performance Indicators**

- i. % reduction in stunting levels among children aged 0 – 59 months
- ii. Prevalence of wasting (weight for height) among children 0-59 months
- iii. Prevalence of low birth weight (LBW) at birth (Less than 3)
- iv. Prevalence of overweight among children 0 – 59 months (Less than 5)
- v. Rate of Exclusive Breast Feeding (EBF)– 85
- vi. Prevalence of vitamin A deficiency among children aged 6 – 59 months (serum retinol level < 20 µg/dl)-Less than 20
- vii. Number of children receiving targeted nutritional interventions (e.g., supplements, fortified foods) per year
- viii. % reduced overweight among adults aged 15-49 years (10)
- ix. The annual percentage of newborns breastfed within one hour after birth, monitored through health facility records.
- x. Number of workshops and seminars conducted in schools and communities to raise awareness about nutrition.
- xi. Number of school gardens/farms with a focus on diverse crops established
- xii. Percentage of students and community members engaging in nutrition education initiatives.
- xiii. Number of agricultural extension officer trained on nutritional education
- xiv. Number of nutritious' seeds crops to support the availability of nutritious produce provided

## CHAPTER FOUR

### RESULT FRAMEWORK

#### 4.1 Introduction

The Singida District Council's result framework indicates how the predicted results in the strategic plan will be measured and the benefits that will accrue to stakeholders. It defines the linkage between objectives, intermediate and long-term outcomes. The results frameworks plan further describes the result chain; the result framework matrix, the monitoring plan; planned reviews; the rapid appraisal plan, and the evaluation plan. Generally, the plan shows the relationship between results framework, results chain, monitoring, and evaluation.

#### 4.2 Development Objective

*“Better livelihood assured by enhancing the quality, accessibility, and sustainability of social and economic services while promoting good governance, community empowerment, and effective management of resources for sustainable development.”*

#### 4.3 Beneficiaries of the Singida District Council

Local Governments Authorities (LGAs) were established under articles 145 and 146 of the United Republic of Tanzania constitution of 1977. The mandate and the beneficiaries of the services from Singida District Council are derived from the Local Government Act No 7 of 1982, which transfers authority to the people and makes the council perform the local government functions within its area. In this regard, SDC has diverse beneficiaries that include: the community Members, the private sector, the business society, central government, Non-Government Organizations (NGOs), contractors, academic and research institutions, religious institutions, financial institutions, faith base organizations, utility agencies, the media, telecommunication companies, social security funds, the workers union, the parliament, law enforcers and Regional Secretariat (RS).

#### 4.4 Result Chain

The implementation of Singida District Council's strategic plan shall result in practical outcomes demonstrating the theory of change through the result chain. The resulting chain consists of impact, outcomes, outputs, activities, and inputs that broadly contribute to the achievement of the council's vision. There shall be a causal relationship between inputs that shall enable implementation of various activities derived from plan targets which shall trigger towards achieving strategic objectives (outcomes); in totality, these shall contribute to bringing the impact of quality service delivery for sustainable development of the community.

The basic assumption is that there is a linkage between various elements within the chain. Inputs (utilization of resources) will lead to implementing activities that will contribute to the achievement of

desired outputs that shall trigger the achievement of outcomes that shall bring a long-term impact to the community. Therefore, this chain of results will justify the use of government resources in various interventions.

#### 4.5 Result Framework Matrix

This matrix contains the council's overall development objective, strategic objectives, intermediate outcome, and outcome indicators. It foresees how the development objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress toward achieving the planned outcomes and objectives. The detailed result framework is presented in Table 4.1.

**Table 4.1: SDC Results Framework Matrix**

| Development Objective                                                                                                                                                                                                                           | Objective Code | Objectives                                        | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Better livelihood assured by enhancing the quality, accessibility, and sustainability of social and economic services while promoting good governance, community empowerment, and effective management of resources for sustainable development | A              | Services Improved and HIV/AIDS Infections Reduced | <ul style="list-style-type: none"> <li>i. % of staff who have undertaken HIV/AIDS and non-communicable diseases voluntary tests.</li> <li>ii. % of staff covered by HIV/AIDS and NCDs awareness and prevention programmes</li> <li>iii. Number of staff sensitized on health fitness and control of drug/substance abuse</li> <li>iv. % of decrease in HIV Prevalence rate (3.1)</li> <li>v. % of community members who have undertaken HIV/AIDS voluntary tests.</li> <li>vi. % of community members covered by HIV/AIDS awareness and prevention programmes</li> <li>vii. % of infected persons receive care and support services for HIV/AIDS</li> <li>viii. % of community members who have undertaken TB voluntary tests</li> <li>ix. % of community members who have reached awareness programs on HIV/AIDS and TB infection and prevention.</li> <li>x. % of community members with accurate HIV prevention knowledge</li> <li>xi. % of adolescent and young people with accurate HIV prevention and SRH knowledge</li> <li>xii. Number of schools in the 21 wards implementing education programmes on HIV prevention and sexual reproductive health.</li> <li>xiii. Number of PLHIV groups supported</li> </ul> |
|                                                                                                                                                                                                                                                 | B              | National Anti-Corruption Implementation Strategy  | Number of seminars on corruption and good governance conducted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|  |   | Enhanced and Sustained.                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--|---|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | C | Access to Quality and Equitable Social Services Delivery Improved | <ul style="list-style-type: none"> <li>i. % of eligible children enrolled in early learning programs annually</li> <li>ii. Enrollment percentages among marginalized groups and children with disabilities</li> <li>iii. % increase in the number of children enrolled in primary schools annually.</li> <li>iv. Number of children enrolled compared to the total eligible population</li> <li>v. Net Enrolment Ratio (% of Eligible)</li> <li>vi. % decrease of students who drop out of primary school each year.</li> <li>vii. % of retention rate of students in primary schools</li> <li>viii. % of cohort passing the examination (PSLE)</li> <li>ix. % increase in pass rates for STD IV by 100% annually.</li> <li>x. Average scores of students in standardized assessments or internal and MOCK exams for both STD VII and STD IV</li> <li>xi. Average attendance rate of Standard Seven pupils throughout the academic year</li> <li>xii. % of Standard Seven pupils completing their studies each year</li> <li>xiii. Transition rate from standard seven to form one</li> <li>xiv. % of Net Enrolment Ratio in lower secondary schools (80% of Eligible)</li> <li>xv. Net Enrolment Ratio for higher secondary school (% of Eligible)</li> <li>xvi. % Improve examination pass rate of sec. schools in Mathematics</li> <li>xvii. % Improve examination pass rate of secondary education in science subjects</li> <li>xviii. % of students passing form IV examination (90%)</li> <li>xix. % of students passing form VI examination</li> <li>xx. % of transition rate from form four to form five</li> <li>xxi. % completion of girls' students and students with special needs in all levels of secondary education</li> <li>xxii. % of improve in supply chain of medicine and medical equipment</li> <li>xxiii. % decrease of Infant Mortality Rate per 1,000 births (30)</li> <li>xxiv. % decrease of under-five Mortality Rate per 1,000 births (40)</li> <li>xxv. % increase of births attended by a skilled health worker (85)</li> </ul> |

|  |   |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--|---|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |   |                                                                               | xxvi. % decrease of Maternal Mortality Rate per 100,000 (180)<br>xxvii. % of women receiving prenatal and postnatal care<br>xxviii. % of reduced of Malaria prevalence<br>xxix. % increase in the number of children under five who receive ACTs within 24 hours of developing fever (14% to 60%)<br>xxx. % increase of households owning at least one treated mosquito net<br>xxxi. % increase of pregnant women and children under 5 sleeping under treated mosquito nets.<br>xxxii. % availability of medicine, medical equipment, reagents and other health commodities, and treatment of noncommunicable diseases<br>xxxiii. % decrease in non-communicable diseases.<br>xxxiv. % of elderly and vulnerable groups who have access to health and social welfare services<br>xxxv. % decrease of zoonotic infectious diseases and antimicrobial resistance<br>xxxvi. % of reduction prevalence of oral diseases among OPD<br>xxxvii. % decrease of Schistosomes and Soil-Transmitted Helminths for preschool children, school-aged children, and women of child-bearing age, including adolescent girls<br>xxviii. Amount of blood units collected<br>xxxix. % of safe blood collected<br>xl. Number of cooperative societies registered<br>xli. Members in Cooperatives Societies<br>xlii. Number of cooperatives societies facilitated<br>xliii. Number of sports competitions/tournaments organized and participated.<br>xliv. Number of registered cultures, arts and sports groups<br>xlv. Status of protected areas for culture, arts, sports and leisure activities<br>xlvi. Quality of sport facilities |
|  | D | Quality and Quantity of Social Economic Services and Infrastructure Increased | i. Number of teacher's house constructed and rehabilitated<br>ii. % increase of primary school teachers accommodated to staff houses<br>iii. Number of desks fabricated, and rehabilitated<br>iv. Pupil/desk Ratio (2:1)<br>v. Pupil/Latrine Ratio (25:1 - Boys)<br>vi. Pupil/Latrine Ratio (20:1 - Girls)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



| Development Objective | Objective Code | Objectives | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------|----------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       |                |            | <ul style="list-style-type: none"> <li>vii. Number of pre and primary school constructed</li> <li>viii. Pupil/Classroom Ratio (60:1)</li> <li>ix. Percentage of schools meeting sanitation and clean water (60.0)</li> <li>x. % increase in the number of primary schools with access to electricity (60:0)</li> <li>xi. Number of secondary schools' classrooms constructed and rehabilitated</li> <li>xii. students/Classroom Ratio in lower secondary schools (40:1)</li> <li>xiii. Number of secondary school teacher's house constructed.</li> <li>xiv. Number of secondary schools' science laboratories constructed</li> <li>xv. Student/Latrine Ratio in lower secondary schools (20:1)</li> <li>xvi. Number of health infrastructures buildings constructed and maintained</li> <li>xvii. % installation of health interoperable ICT system</li> <li>xviii. Number of crops tons produced</li> <li>xix. % Increase in agricultural productivity (4.7)</li> <li>xx. Food sufficiency ratio (%)</li> <li>xxi. Acres/Hectare under irrigation</li> <li>xxii. Number of Large-Scale Farms (Block Farms) established</li> <li>xxiii. % of agricultural land under mechanization services along the value chain</li> <li>xxiv. % increase of access to quality agricultural inputs (seeds, fertilizers, and pesticides)</li> <li>xxv. Number of extension officers increased</li> <li>xxvi. % availability of improved extension service delivery at village and ward levels.</li> <li>xxvii. % of quality hides and skin</li> <li>xxviii. Meat Production (Kg/Tons)</li> <li>xxix. Milk Production in (Litres)</li> <li>xxx. % decrease of livestock mortality rate (12)</li> <li>xxxi. % decrease of livestock morbidity rate (3)</li> <li>xxxii. % of livestock vaccination coverage rate (50)</li> <li>xxxiii. % increase of livestock Dipping rate (85)</li> <li>xxxiv. % decrease in the incidence of livestock diseases</li> <li>xxxv. % Decrease in postharvest loss</li> <li>xxxvi. Capacity of storage facilities (%)</li> </ul> |

| Development Objective | Objective Code | Objectives                                            | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------|----------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       |                |                                                       | xxxvii. % of farmers utilizing the services and resources provided by the centers.<br>xxviii. Number of Fisheries Extension Officers<br>xxxix. Fisheries production (kg/Tons) per year<br>xl. % of office buildings that meet established quality assurance standards<br>xli. Total road length improved (Km)<br>xlii. % of property valuations completed annually<br>xliii. % of land surveyed<br>xliv. Number of regularized properties in unplanned settlements<br>xlv. Number of residential licenses issued to property owners<br>xli. % of general land covered by informal settlements<br>xlvii. Area of land (acres) allocated and protected for public uses<br>xlviii. Area of land (acres) allocated and protected for investment<br>xlix. Number of Functional DLHTs (district land housing tribunals)<br>I. Proportions of villages with Land Use Plans<br>li. Number of allocated plots<br>lii. Number of allocated farms<br>liii. % decrease of land disputes<br>liv. % of businesses using IT systems compared to the total number of registered businesses in the area<br>Iv. Number of visitors to the council's website<br>lvi. % of staff using the new VOIP system<br>lvii. % of user satisfaction with the VOIP system |
|                       | E              | Good Governance and Administrative Services Enhanced, | i. % of reduced community complaints.<br>ii. Number of statutory meetings facilitated.<br>iii. Number of public consultations, workshops/ meetings conducted.<br>iv. % of working environment improved<br>v. Number of interventions implemented<br>vi. % of staff acknowledging the code of conduct.<br>vii. % increase of recruited staff with the qualified skills.<br>viii. % of staff retained<br>ix. Level of staff performance<br>x. staff turnover level.<br>xi. % decrease in the number of legal cases filed against Singida District Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Development Objective | Objective Code | Objectives | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------|----------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       |                |            | <ul style="list-style-type: none"> <li>xii. % of grievances resolved through the established resolution mechanism compared to those that escalate to legal cases.</li> <li>xiii. Number of training sessions conducted on legal compliance and ethical standards, along with participation rates.</li> <li>xiv. Number of training sessions conducted for tribunal members.</li> <li>xv. Number of community outreach activities conducted to raise awareness about Ward Tribunals.</li> <li>xvi. Number of training sessions conducted for council members</li> <li>xvii. Number of new revenue sources introduced and developed</li> <li>xviii. % increase in own-source revenue collected each quarter</li> <li>xix. Number of internal audits conducted</li> <li>xx. CAG audit opinion (Un-qualified and Qualified)</li> <li>xxi. % of audit recommendations implemented within the specified timeframe.</li> <li>xxii. % Improvement of secondary schools' working environment</li> <li>xxiii. % Improve of community structures functioning to enhance community accountability for health programmes and services</li> <li>xxiv. % of community participating in development initiatives (youth, women and PWDs).</li> <li>xxv. % of community actively engaged and participated in planning and implementation activities</li> <li>xxvi. % of targets outlined in the Strategic Plan that have been successfully implemented by June 2026</li> <li>xxvii. % of the budget utilized effectively compared to the planned expenditures.</li> <li>xxviii. % of data entries that are accurate and free from errors in the council statistics database</li> <li>xxix. Level of SDC strategic activities coordination</li> <li>xxx. PPRA Audit rating.</li> <li>xxxi. Number of regulatory bodies and associations involved.</li> <li>xxxii. Number of processes automated annually</li> <li>xxxiii. Number of Council's interventions audited</li> <li>xxxiv. Types of External Audit Opinion on Quality</li> </ul> |

| Development Objective | Objective Code | Objectives                                                | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------|----------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       |                |                                                           | <p>Management System compliance</p> <p>xxxv. Number of press conferences on matters relating to implementation of government policies, programs and projects.</p> <p>xxxvi. Number of communication initiatives and outreach activities</p> <p>xxxvii. % increase in public awareness regarding council services and initiatives</p> <p>xxxviii. % of local Area Network infrastructure built and maintained</p> <p>xxxix. Status of Fiber data connection in place</p> <p>xl. % of available bandwidth utilized during peak and off-peak hours</p> <p>xli. Number of internet outages or downtimes experienced per month</p> <p>xlii. % of video conferencing systems and electronic notice boards successfully installed and operational</p>                                                                                                                                                                                                                                                                                           |
|                       | F              | Social welfare, Gender and Community Empowerment Improved | <p>i. Number of gender affirmative actions implemented Annually</p> <p>ii. % of gender-sensitive policies implemented effectively</p> <p>iii. Number of individuals reached through community awareness initiatives.</p> <p>iv. % availability and accessibility of gender-disaggregated data for planning and evaluation purposes</p> <p>v. Number of youth and women benefiting from economic empowerment programs</p> <p>vi. Number of active economic groups accessed capital</p> <p>vii. Number of loan applications submitted and approved for youth, women and PWD</p> <p>viii. Amount of Funds Disbursed:</p> <p>ix. Amount of capital refunded by beneficiaries' groups</p> <p>x. % increase of Livelihood Income Generating Activities (IGAs) with approved business plans that are set up within six months of receiving livelihood grant support</p> <p>xi. Number of eligible beneficiary households receiving enhanced livelihood support including appropriate basic and skill training and livelihood grant (Number)</p> |

|  |   |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--|---|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |   |                                                          | <ul style="list-style-type: none"> <li>xii. Number of PWP sub-projects/community assets created through PSSN Program (cumulative)</li> <li>xiii. % Proportion of children in beneficiary households aged 0-24 months old attending health facilities regularly (95)</li> <li>xiv. % Proportion of children in beneficiary households aged 6-18 years enrolled in primary schools with more than 80% of attendance a month (95)</li> <li>xv. % Proportion of eligible children in beneficiary Households linked to secondary school (8)</li> <li>xvi. Proportion of beneficiary household receiving disability benefit (6)</li> <li>xvii. % Increase of social protection coverage for GBV groups</li> <li>xviii. Number of wards reached by Ant-Gender Based</li> <li>xix. Violence campaign</li> </ul>                                                                                                                                                                                                                                                                                                                                         |
|  | G | Management of Natural Resources and Environment Improved | <ul style="list-style-type: none"> <li>i. % Improve of environmental health, hygiene practices and sanitation capacity at all Health Facilities</li> <li>ii. % decrease of diseases caused by inadequate water, sanitation and hygiene (WASH)</li> <li>iii. Reduced Deforestation Rate (Acre/Ha)</li> <li>iv. % Increased consumption of alternative charcoal/energy</li> <li>v. % of large projects/ business complying with approved Environmental and Social Impact Assessment (EIA) and audit regulations</li> <li>vi. % reduced land degradation reduced</li> <li>vii. % of forest area under conservation</li> <li>viii. % reduced poaching, illegal harvesting and trade of wildlife, forest, bee and antiquities resources</li> <li>ix. Number of beekeeping micro income-generating projects established</li> <li>x. Number of bee hives installed</li> <li>xi. Average honey production per hive</li> <li>xii. Number of collection points constructed</li> <li>xiii. % improvement of cleanliness.</li> <li>xiv. Level of compliance to environmental policy, EMA, guidelines and environment quality standards increased</li> </ul> |

|  |   |                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--|---|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | H | Local Economic Development Coordination Enhanced | <ul style="list-style-type: none"> <li>i. Number of community self-help projects initiated</li> <li>ii. Number of wards and villages facilitated</li> <li>iii. % of community initiatives/projects received moral, technical and financial support</li> <li>iv. Number of Wards and village with facilitators.</li> <li>v. Number of proposals writes-up developed and submitted</li> <li>vi. Number of potential candidate projects identified</li> <li>vii. Number of potential investment opportunities identified</li> <li>viii. Number of potential investors identified and solicited</li> <li>ix. Number of CSI/projects implemented</li> <li>x. % completion and operationalization of industries and investment area register.</li> <li>xi. Number of new investments and/or business expansions</li> <li>xii. Council investment profile developed/revised and in place</li> <li>xiii. Number of key sectors and opportunities identified in the investment assessment.</li> <li>xiv. Number of priority investment projects initiated</li> <li>xv. Number of stakeholders (business leaders, government officials, etc.) attended the forums.</li> <li>xvi. % increase in the number of SMEs accessing financing.</li> <li>xvii. Changes in local business activity indicators, such as the number of new businesses registered or investment levels.</li> <li>xviii. % increase in total revenue collected from business licenses, liquor licenses, hotel levies, service levies, and business advertisement fees.</li> </ul> |
|--|---|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Development Objective | Objective Code | Objectives                                 | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------|----------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | I              | Emergence and Disaster Management Enhanced | <ul style="list-style-type: none"> <li>i. % of essential medicines and medical supplies available in emergency stockpiles</li> <li>ii. % of required health worker positions filled and deployed to emergency response</li> <li>iii. Number of safe blood units available in blood banks and the percentage increase in blood donations prior to expected emergencies.</li> <li>iv. % of affected populations receiving psychological support services</li> <li>v. % of vulnerable populations with acceptable food security levels</li> <li>vi. % of local communities engaged in disease surveillance and reporting mechanisms</li> <li>vii. % Implementation of SDC- Risk Register and Management Framework</li> <li>viii. % implementation of comprehensive emergency response plans</li> <li>ix. Number of ecosystem restoration projects initiated (e.g., reforestation, wetland restoration)</li> <li>x. % of data recovery solutions</li> <li>xi. % of staff trained on data management and security practices.</li> <li>xii. % of CCTV and biometric systems installed</li> <li>xiii. % of critical areas covered by CCTV surveillance</li> </ul> |
|                       | Y              | Multisectoral Nutrition Services Improved  | <ul style="list-style-type: none"> <li>i. % reduction in stunting levels among children aged 0 – 59 months</li> <li>ii. Prevalence of wasting (weight for height) among children 0-59 months</li> <li>iii. Prevalence of low birth weight (LBW) at birth (Less than 3)</li> <li>iv. Prevalence of overweight among children 0 – 59 months (Less than 5)</li> <li>v. Rate of Exclusive Breast Feeding (EBF)– 85</li> <li>vi. Prevalence of vitamin A deficiency among children aged 6 – 59 months (serum retinol level &lt; 20 µg/dl)- Less than 20</li> <li>vii. Number of children receiving targeted nutritional interventions (e.g., supplements, fortified foods) per year</li> <li>viii. % reduced overweight among adults aged 15-49 years (10)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           |



|  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  |  | ix. The annual percentage of newborns breastfed within one hour after birth, monitored through health facility records.<br>x. Number of workshops and seminars conducted in schools and communities to raise awareness about nutrition.<br>xi. Number of school gardens/farms with a focus on diverse crops established<br>xii. Percentage of students and community members engaging in nutrition education initiatives.<br>xiii. Number of agricultural extension officer trained<br>xiv. Number of nutritious' seeds crops to support the availability of nutritious produce provided |
|--|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 4.6 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the eight years strategic planning cycle from 2021/22 to 2025/26.

### 4.6.1 Planned Reviews

The plan is designed for the duration of five (5) years to allow a formal review during the Strategic Planning Cycle. However, SDC may up on unavoidable circumstances carry out minor annual/mid-term reviews. The reviews will be tracking progress on implementation of the milestones and targets on semiannual and annual basis.

The planned review shall consist of review meetings, planned milestones reviews and rapid appraisals including their frequencies.

#### 4.6.1.1 Review Meetings

This will involve various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for the achievement of organizational objectives. This will also involve determining type of meetings, frequency, designation of chairpersons and participants in each meeting as depicted in Table 4.2.

**Table 4.2: Review Meetings**

| SN | Type of Meeting         | Frequency | Designation of the Chairperson | Participants            |
|----|-------------------------|-----------|--------------------------------|-------------------------|
| 1. | Sections                | Quarterly | Head of Section                | Sectional staff         |
| 2. | Divisions and Units     | Quarterly | Head of Divisions/Units        | Division/Unit staff     |
| 3. | Council Management Team | Quarterly | District Executive Director    | Head of Divisions/Units |

|    |                                                |                   |                             |                                                                                   |
|----|------------------------------------------------|-------------------|-----------------------------|-----------------------------------------------------------------------------------|
| 4. | Workers Council                                | Semi annually     | District Executive Director | District Executive Director /Head of Divisions/Units and Representatives of staff |
| 5. | Finance, Administration and Planning Committee | Quarterly         | SDC Chairman                | Members of Finance, Administration and Planning Committee                         |
| 6. | Audit Committee                                | Quarterly         | Committee Chairperson       | Committee Members                                                                 |
| 7. | Tender Board                                   | Four times a year | Committee Chairperson       | Committee Members                                                                 |
| 8. | Disciplinary Committee                         | Quarterly         | Committee Chairperson       | Committee Members                                                                 |
| 9. | SDC Full Council                               | Quarterly         | Chairperson - SDC           | SDC Full Council Members                                                          |

#### 4.6.2 Evaluation Plan

The Evaluation Plan consists of the evaluations to be conducted during the Strategic Planning Cycle, description of each evaluation, evaluation questions, methodology, timeframe and the responsible person. Six evaluations will be conducted over the period of five years with evaluation questions. The evaluation intends to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan outputs.

**Table 4.3: Evaluation Plan**

| No | Outcome Indicator                                                           | Type of Evaluation Studies | Description                                                                                                                              | Methodology and instruments                                                                                                                  | Timeframe | Responsible Division/ Unit                                                                                    | Output                                                                                                                             |
|----|-----------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| A. | The prevalence rate of non-communicable diseases and HIV / AIDS infections. | Service Delivery Survey    | This study intends to assess the awareness of non-communicable diseases and HIV/AIDS Infection among council employees and the community | Methods: Interview, Focus Group Discussion, Documentary review and Observation<br><br>Instruments: Questionnaire, Checklist, Suggestion Box, | June 2026 | Administration and Human Resources Management<br><br>Health, Social Welfare, and Nutrition Services Division. | Service Delivery Survey Report. Non-communicable diseases and HIV/AIDS Survey Report. Voluntary and Counselling assessment report. |

| <b>No</b> | <b>Outcome Indicator</b>                                | <b>Type of Evaluation Studies</b>        | <b>Description</b>                                                                                  | <b>Methodology and instruments</b>                                                                                                                        | <b>Timeframe</b> | <b>Responsible Division/ Unit</b>                                                   | <b>Output</b>                  |
|-----------|---------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------|--------------------------------|
|           | HIV infection rate                                      | Survey                                   | This survey study intends to examine new cases of HIV in the council                                | Methods: Interview, Focus Group Discussion, Documentary review and Observation<br>Instruments: Questionnaire, Checklist, Laboratory test                  | June 2024        | Health, Social Welfare, and Nutrition Services Division.                            | Survey report                  |
| B         | The prevalence rate of corruption incidences            | Service Delivery Survey, and Desk Review | This study aims to assess the level of corruption incidence among council employees and communities | Methods: Interview, Focus Group Discussion, Documentary review and Observation<br>Instruments: Questionnaire, Checklist, Suggestion Box and Complain Desk | June 2026        | Administration and Human Resources Management<br><br>Community Development Division | Service Delivery Survey report |
|           | Level of community perception on corruption incidences. | Survey (corruption awareness survey)     | The survey intends to assess the level of community awareness of corruption incidences.             | Methods: Interview, Focus Group Discussion, Documentary review and Observation<br>Instruments: Questionnaire, Checklist, Suggestion Box and Complain Desk | June 2026        | Administration and Human Resources Management<br><br>Community Development Division | Service delivery survey report |

| N<br>o | Outcome Indicator                                                                    | Type of Evaluation Studies      | Description                                                                                   | Methodology and instruments                                                                                                                                   | Timeframe | Responsible Division/ Unit                             | Output                                 |
|--------|--------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------|----------------------------------------|
|        | The adherence rate to good governance principle<br><br>Rate of corruption incidences | Council staff Survey            | This indicator intends to examine the council staff's adherence to good governance principles | Methods: Interview, Focus Group Discussion, Documentary review and Observation<br><br>Instruments: Questionnaire, Checklist, Suggestion Box and Complain Desk | June 2024 | Administration and Human Resources Management          | Survey report                          |
| C      | The literacy rate among communities                                                  | Survey                          | The survey aimed to assess the literacy rate among communities                                | Methods: Interview, Focus Group Discussion and Documentary review.<br><br>Instruments: Questionnaire, and Checklist.                                          | June 2026 | Pre-Primary Education and Secondary Education division | Survey report                          |
|        | Living standard conditions                                                           | Survey                          | The survey aimed to track the living standard condition of the community                      | Methods: Interview, Focus group discussion, Observation and Documentary review.<br>Instruments: Questionnaire and Checklist                                   | June 2026 | Pre-Primary Education and Secondary Education division | Survey report<br><br>NBS survey report |
|        | Rate of access to quality social services                                            | Social services delivery survey | The survey aimed to establish social services delivery surveys                                | Methods: Interview, Focus group discussion, Observation and Documentary review.                                                                               | June 2026 | Pre-Primary Education and Secondary Education division | Social services delivery survey report |

| N<br>o | Outcome Indicator                         | Type of Evaluation Studies | Description                                                                                                         | Methodology and instruments                                                                                                     | Timeframe | Responsible Division/ Unit                             | Output             |
|--------|-------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------|--------------------|
|        |                                           |                            |                                                                                                                     | Instruments: Questionnaire and Checklist                                                                                        |           |                                                        |                    |
|        | Rate of poverty among communities         | Survey                     | The survey intends to track the poverty rate among communities                                                      | Methods: Interview, Focus group discussion, Observation and Documentary review.<br><br>Instruments: Questionnaire and Checklist | June 2026 | Pre-Primary Education and Secondary Education division | Survey report      |
| D      | Infrastructure sector contribution to GDP | Desk Review                | This study intends to assess how much the infrastructure sector contributed to GDP                                  | Methods: Observation and Documentary review.<br><br>Instruments: Checklist                                                      | June 2026 | Planning and coordination division                     | Desk Review report |
|        | Accessibility and coverage                | Desk Review                | This study intends to assess the accessibility and coverage of the Socio-economic infrastructure network within SDC | Methods: Interview, Observation and Documentary review.<br><br>Instruments: Checklist                                           | June 2026 | Planning and coordination division                     | Desk Review report |
|        | Standard of infrastructure                | Desk review                | This study intends to assess the standard of infrastructure                                                         | Observation<br>Focus group discussion<br><br>Literature review/documentary review                                               | June 2026 | Planning and coordination division                     | Desk Review report |

| N<br>o | Outcome Indicator                                | Type of Evaluation Studies | Description                                                                                 | Methodology and instruments                                                                                                 | Timeframe | Responsible Division/ Unit                                                                               | Output             |
|--------|--------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------|--------------------|
|        | Investment rate                                  | Desk review                | This study intends to assess the status of investment in the council                        | Methods:<br>Interview, Observation and Documentary review.<br><br>Instruments:<br>Checklist                                 | June 2026 | Planning and coordination division                                                                       | Desk Review report |
| E      | The adherence rate to good governance principles | Desk review                | This study intends to assess the extent of the adherence rate to good governance principles | Methods:<br>Interview, Observation and Documentary review.<br><br>Instruments:<br>Checklist                                 | June 2024 | Administration and Human Resources Management Division                                                   | Desk Review report |
|        | Rate of corruption incidences                    | Desk review                | This study intends to assess the rate of corruption incidences                              | Methods:<br>Interview, Observation and Documentary review.<br><br>Instruments:<br>Checklist                                 | June 2024 |                                                                                                          | Desk Review report |
| F.     | Life expectancy rate                             | Desk Review                | This study intends to assess the life expectancy rate of the Community                      | Methods:<br>Interview, Observation and Documentary review.<br><br>Instruments:<br>Checklist                                 | June 2025 | Community Development Division<br><br>TASAF Unit<br><br>Economic and Planning Division                   | Desk Review Report |
|        | Gender violence rate                             | Survey                     | This study intends to assess the gender-based violence rate in the community                | Methods:<br>Interview, Focus group discussion, Observation and Documentary review.<br><br>Instruments:<br>Questionnaire and | June 2023 | Community Development Division.<br>Gender Desk<br>Secondary and Primary Education<br><br>Health Division | Survey Report      |

| No | Outcome Indicator                             | Type of Evaluation Studies | Description                                                                    | Methodology and instruments                                                                                                     | Timeframe | Responsible Division/ Unit                               | Output        |
|----|-----------------------------------------------|----------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------|---------------|
|    |                                               |                            |                                                                                | checklist                                                                                                                       |           |                                                          |               |
| Y  | Minimum dietary diversity (5/8)               | Survey                     | This survey intends to assess the dietary diversity among under-five children  | Methods: Interview, Focus group discussion, Observation and Documentary review.<br><br>Instruments: Questionnaire And Checklist | June 2024 | Health, Social Welfare, and Nutrition Services Division. | Survey report |
|    | Obesity and adult underweight prevalence rate | Survey                     | This survey intends to determine the number of obese and underweight OPD Cases | Methods: Clinical assessment, Observation<br>Instruments: Checklist                                                             | June 2024 | Health, Social Welfare, and Nutrition Services Division. | Survey report |
|    | Childhood wasting rate                        | Survey                     | This survey intends to determine the number of children wasting                | Methods: Clinical assessment, Observation<br>Instruments: Checklist                                                             | June 2024 | Health, Social Welfare, and Nutrition Services Division. | Survey report |
|    | Childhood stunting rate                       | Survey                     | This survey intends to determine the number of child stunting                  | Methods: Clinical assessment, Observation<br>Instruments: Checklist                                                             | June 2024 | Health, Social Welfare, and Nutrition Services Division. | Survey report |
|    | Infant and young child feeding rate           | Survey                     | This survey intends to determine the infant and young child feeding            | Clinical Assessment                                                                                                             | June 2024 | Health, Social Welfare, and Nutrition Services           | Survey report |



| N<br>o | Outcome Indicator                                             | Type of Evaluation Studies  | Description                                                                                                    | Methodology and instruments                                                                                                           | Timeframe | Responsible Division/ Unit                         | Output                     |
|--------|---------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------|----------------------------|
|        | The proportion of the population living in marginal condition | Survey                      | This study intends to assess the proportion population living in marginal condition                            | Methods:<br>Interview, Focus group discussion, Observation and Documentary review.<br><br>Instruments:<br>Questionnaire and Checklist | June 2026 | TASAF Unit<br><br>Economic and Planning Division   | Survey Report              |
| G.     | Biodiversity loss rate                                        | Survey                      | The survey entails checking the status of biodiversity loss                                                    | Methods:<br>Interview, Focus group discussion, Observation and Documentary review.<br><br>Instruments:<br>Questionnaire And Checklist | June 2026 | Natural Resource and Environment Conservation Unit | Survey report              |
|        | Effluent discharge standards                                  | Effluent quality monitoring | The monitoring entails conducting laboratory analysis to examine the effluents discharged into the environment | Methods:<br>Water sample analysis<br><br>Instrument:<br>Checklist                                                                     | June 2025 | Natural Resource and Environment Conservation Unit | Laboratory analysis report |
|        | Adherence to national environmental laws and principles       | Performance Audit           | The performance audit aims to assess the enforcement of relevant legislation                                   | Methods:<br>Documentary review.<br><br>Instrument:<br>Checklist                                                                       | June 2025 | Natural Resource and Environment Conservation      | Performance audit report   |
|        | Access to land and                                            | Land management             | The audit aims to                                                                                              | Methods:<br>Interview,                                                                                                                | June 2025 | Infrastructure Rural,                              | Land management            |
|        |                                                               |                             |                                                                                                                |                                                                                                                                       |           |                                                    |                            |

| N<br>o | Outcome<br>Indicator            | Type of<br>Evaluation<br>Studies            | Description                                                                                                                                                                                                        | Methodology and<br>instruments                                                                                                                          | Timefram<br>e | Responsible<br>Division/<br>Unit                          | Output                                      |
|--------|---------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------|---------------------------------------------|
|        | water<br>Greenness<br>rate      | Audit                                       | assess land<br>accessibility<br>among the                                                                                                                                                                          | Focus group<br>discussion,<br>Observation and                                                                                                           |               | and Urban<br>Development                                  | report                                      |
|        |                                 |                                             | community                                                                                                                                                                                                          | Documentary<br>review.<br><br>Instruments:<br>Questionnaire<br>and<br>Checklist                                                                         |               |                                                           |                                             |
|        |                                 | Forest<br>inventory/resour<br>ce assessment | The aim is to<br>assess and<br>provide<br>information<br>on the<br>quantity and<br>contribution<br>of resources,<br>species<br>abundance,<br>and<br>characteristic<br>s of the land<br>on the<br>located<br>forest | Methods:<br>Interview, Focus<br>group discussion,<br>Observation and<br>Documentary<br>review.<br><br>Instruments:<br>Questionnaire<br>and<br>Checklist | June<br>2025  | Natural<br>Resource<br>and<br>Environment<br>Conservation | Forest<br>resource<br>assessment<br>report. |
|        | Water quality<br>standards      | Water quality<br>monitoring                 | The<br>monitoring<br>entails<br>conducting<br>laboratory<br>analysis of<br>water                                                                                                                                   | Methods: Water<br>sample analysis<br><br>Instruments:<br>Checklist<br>Water standards                                                                   | June<br>2025  | Waste<br>management<br>& Sanitation                       | Laboratory<br>analysis<br>report            |
| H.     | District<br>Council GDP<br>rate | District Council<br>economic<br>Survey      | This study<br>intends to<br>assess the<br>aggregate<br>District<br>Council GDP                                                                                                                                     | Methods:<br>Interview, Focus<br>group discussion,<br>Observation and<br>Documentary<br>review.<br><br>Instruments:<br>Questionnaire<br>and<br>Checklist | June<br>2025  | Planning and<br>Coordination<br>division                  | Economic<br>Survey report                   |

| N<br>o | Outcome<br>Indicator                         | Type of<br>Evaluation<br>Studies                   | Description                                                                               | Methodology and<br>instruments                                                                                                                         | Timefram<br>e | Responsible<br>Division/<br>Unit            | Output                                             |
|--------|----------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------------------------|----------------------------------------------------|
|        | Investment<br>rate                           | Industrial<br>investment<br>survey                 | This study<br>aims to<br>assess the<br>district<br>council's<br>industrial<br>investment  | Methods:<br>Interview, Focus<br>group discussion,<br>Observation and<br>Documentary<br>review.<br>Instruments:<br>Questionnaire<br>and<br>checklist    | June<br>2025  | Planning and<br>Coordination<br>division    | investment<br>survey report                        |
|        | Per capita<br>income<br>among<br>communities | Social and<br>economic survey                      | The study<br>aims to<br>determine<br>per capita<br>income<br>among<br>communities         | Methods:<br>Interview,<br>Focus group<br>discussion,<br>Observation and<br>Documentary<br>review.<br>Instruments:<br>Questionnaire<br>And<br>Checklist | June<br>2025  | Planning<br>and<br>Coordination<br>division | Social,<br>economic<br>survey<br>report.           |
|        | Wealth<br>ranking                            | Social and<br>economic<br>survey                   | This study<br>aims to<br>determine<br>the ranking<br>of wealth                            | Methods:<br>Interview,<br>Focus group<br>discussion,<br>Observation and<br>Documentary<br>review.<br>Instruments:<br>Questionnaire<br>And<br>Checklist | June<br>2025  | Planning<br>and<br>Coordination<br>division | A social-<br>economic<br>survey<br>report          |
|        | Urbanization<br>rate                         | Regional<br>planning and<br>urbanization<br>survey | This study<br>aims to<br>determine<br>the level of<br>District<br>Council<br>urbanization | Methods:<br>Interview,<br>Focus group<br>discussion,<br>Observation and<br>Documentary<br>review.<br>Instruments:                                      | June<br>2025  | Urban<br>Development<br>Division            | Regional<br>planning and<br>urbanization<br>report |

| N<br>o | Outcome<br>Indicator                                                      | Type of<br>Evaluation<br>Studies | Description                                                                                                         | Methodology and<br>instruments                                                                | Timefram<br>e | Responsible<br>Division/<br>Unit                                   | Output                |
|--------|---------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------|-----------------------|
|        |                                                                           |                                  |                                                                                                                     | Questionnaire<br>And checklist                                                                |               |                                                                    |                       |
| I.     | Disaster<br>recovery and<br>response<br>rate                              | Desk Review                      | This study<br>intends to<br>assess the                                                                              | Methods:<br>Documentary<br>review,                                                            | June<br>2025  | Natural<br>Resources<br>and                                        | Desk Review<br>Report |
|        |                                                                           |                                  | disaster<br>recovery and<br>response<br>rate                                                                        | Focus Group<br>Discussion<br><br>Instruments:<br>Checklist                                    |               | Environment<br>Conservation<br>Unit                                |                       |
|        | Disaster<br>deficit index<br>Risk<br>management<br>index                  | Desk Review                      | This study<br>intends to<br>assess the<br>disaster<br>deficit index<br>Risk<br>management<br>index                  | Methods:<br>Documentary<br>review, Focus<br>Group Discussion<br><br>Instruments:<br>Checklist | June<br>2025  | Natural<br>Resources<br>and<br>Environment<br>Conservation<br>Unit | Desk Review<br>Report |
|        | Prevalent<br>vulnerability<br>index<br>Disaster risk<br>reduction<br>rate | Desk Review                      | This study<br>intends to<br>assess the<br>prevalent<br>vulnerability<br>index<br>Disaster risk<br>reduction<br>rate | Methods:<br>Documentary<br>review, Focus<br>Group Discussion<br><br>Instruments:<br>Checklist | June<br>2025  | Natural<br>Resources<br>and<br>Environment<br>Conservation<br>Unit | Desk Review<br>Report |

## 4.7 Reporting Plan

This sub-section details the Reporting Plan which contains the internal and external reporting plans. The reporting plan is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

### 4.7.1 Internal Reporting Plan

Internal Reporting Plan is a plan that contains reports that are used within SDC, Management and Staff. The reporting plan is in accordance with statutory requirements or as may be required from time to time. The Reporting Plan is detailed in Table 4.4.

**Table 4.4: Internal Reporting Plan**

| SN | Type of Report            | Recipient     | Frequency     | Responsible Person          |
|----|---------------------------|---------------|---------------|-----------------------------|
| 1. | Section report            | Head Division | Weekly        | Head of Section             |
| 2. | Unit and Division reports | DED           | Monthly       | Head of Divisions and Units |
| 3. | Progress report           | DED           | Quarterly     | Head of Divisions and Units |
| 4. | Annual report             | DED           | Annually      | Head of Divisions and Units |
| 5. | Audit Committee report    | DED           | Quarterly     | Head Internal Audit         |
| 6. | Tender Board report       | DED           | Quarterly     | Head, Procurement Unit      |
| 7. | Workers' Council report   | DED           | Semi annually | Workers' Council Secretary  |

### 4.7.2 External Reporting Plan

This plan will involve preparation of reports that will be prepared on quarterly, annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed from time to time, as well as the Government Performance reporting requirements (Table 4.5).

**Table 4.5: External Reporting**

| SN | Type of Report                          | Recipient                      | Frequency     | Responsible Person |
|----|-----------------------------------------|--------------------------------|---------------|--------------------|
| 1. | Progress report                         | PO-RALG/MoF                    | Quarterly     | DED                |
| 2. | CCM Manifesto implementation report     | PO-RALG/PMO-PCP/PO-PC/CCM      | Semi Annually | DED                |
| 3. | Performance report                      | PO-RALG/MoF                    | Annually      | DED                |
| 4. | Financial Statements                    | Controller and Auditor General | Annually      | DED                |
| 5. | Annual Procurement report               | PPRA                           | Annually      | DED                |
| 6. | PEPMIS and PIPMIS implementation report | PO-PSC                         | Annually      | DED                |
| 7. | HR implementation report                | PO-PSC                         | Quarterly     | DED                |
| 8  | Evaluation report                       | PO-RALG/PMO-PCP/PO-PC          | Annually      | DED                |

## **4.8 Relationship between Results Framework, Results Chain, M&E, and Reporting**

### **4.8.1 Level 1-Inputs**

The first level of the resulting chain tracks the allocation and use of resources in the various activities. Resources available will be reviewed on a weekly, monthly, or quarterly basis and will be reported in the respective implementation reports. At this level, indicators will focus on the number and quality of human resources available for various tasks, the amount of time dedicated to tasks by staff, and information flow between various levels. Indicators will also focus on time spent in resolving problems, quality and timeliness of decisions, staff timeliness as well as predictability of resource flow, and the alignment of resource flow to the activities and outputs.

### **4.8.2 Level 2 -Activities**

The second level of the results chain focuses on realizing activities in the Strategic Plan and the linkage between activities and outputs. At this level, indicators will focus on processes, activity programming, and timeliness of implementation. Activities will be reviewed on a weekly, monthly, or quarterly basis and will be reported in the respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if they are not contributing to outputs.

### **4.8.3 Level 3 - Outputs**

The third level of the results chain tracks the realization of the outputs that the council produces, and which are attributed solely to the council. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis, and review of the outputs, milestones, and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are contributing to the outcomes and will inform corrective action if the outputs are not being delivered on time, to the expected quality, and are not contributing to planned outcomes.

### **4.8.4 Level 4 - Outcomes**

The fourth level of the results chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to the council alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the five-year outcome report. The annual reports and the five years outcome reports will be based on either sector or specific analytical/ evidence-based studies using national statistics. The reports will focus on benefits delivered to the council's clients and other stakeholder.

## ANNEXES

### 6.1 Annex 1: Strategic Plan Matrix

The strategic plan matrix presents strategic objectives, service output, strategies, targets, and Key Performance Indicators (KPIs), for each Strategic Service Area of SDC (SDC Divisions and Units) which show how the predicted results in the strategic plan will be measured. The strategic plan matrix for each division and units is indicated as follows.

#### 6.1.1 Strategic Service Area 1: Administration and Human Resource Management Division

This service will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives A: Services Improved and HIV/AIDS Infections Reduced, B: National anti-Corruption Implementation Strategy Enhanced and Sustained; E: Good Governance and Administrative Services Enhanced and F: Social welfare, Gender and Community Empowerment Improved

#### HRA Service Outputs, Key Targets, Strategies and Performance Indicators

| Objective                                                                   | Service Outputs           | Targets                                                                                                              | Strategies                                                                                                                                                | Key Performance Indicators                                                                                                              |
|-----------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| A: Services Improved and HIV/AIDS Infections Reduced                        | Health of staffs enhanced | At least 4 programs to fight HIV/AIDS and non- communicable diseases at workplace prepared and implemented annually  | i. Strengthen preventive and mitigation measures on health issues, HIV and AIDS and non-communicable diseases.<br><br>ii. Ensure safe working environment | i. % of staff who have undertaken HIV/AIDS and non-communicable diseases voluntary tests.                                               |
|                                                                             |                           | At least 1 awareness program on combating health problems, substance/ drug abuse developed and implemented annually  |                                                                                                                                                           | ii. % of staff covered by HIV/AIDS and NCDs awareness and prevention programmes                                                         |
|                                                                             |                           | Staff healthy and safe working environment improved from 85% to 95% by June, 2026                                    |                                                                                                                                                           | iii. Number of staff sensitized on health fitness and control of drug/substance abuse<br><br>iv. % of improved safe working environment |
| B: National anti-Corruption Implementation Strategy Enhanced and Sustained. | Rule of law enhanced      | At least 4 workplace Intervention programs on preventing and combating corruption developed and implemented annually | i. Strengthen implementation of National Anti-                                                                                                            | Number of seminars and programmes on corruption and good governance conducted to SDC staff and community                                |



|                                                          |                                                                              |                                                                                                                                                                         |                                                                                                            |                                                                                                                                                               |
|----------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                          |                                                                              |                                                                                                                                                                         | Corruption Strategy and Action Plan III<br>ii. Strengthen good governance and accountability               |                                                                                                                                                               |
|                                                          |                                                                              | At least 4 awareness programs to SDC communities on preventing and combating corruption implemented annually                                                            |                                                                                                            |                                                                                                                                                               |
| E: Good Governance and Administrative services Enhanced, | Participation in decision making, Transparency and accountability maintained | Complains among the community and public servants reduced from 35% to 20% by June 2026                                                                                  | i. Strengthen good governance and accountability<br>ii. Enhance the Council Decision-Making frameworks     | i. % of reduced community complaints.<br>ii. Number of statutory meetings facilitated.<br>iii. Number of public consultations, workshops/ meetings conducted. |
|                                                          |                                                                              | Statutory meetings enhanced 100% annually                                                                                                                               |                                                                                                            |                                                                                                                                                               |
|                                                          |                                                                              | A clear and structured decision-making process that incorporates stakeholder input and aligns with best practices in governance established and maintained 100% by 2026 |                                                                                                            |                                                                                                                                                               |
|                                                          | Conducive working environment improved                                       | Conducive working environment improved from 70% to 85% by June 2026.                                                                                                    | i. Enhanced Council Administrative Service<br>ii. Strengthen organizational and human resource management. | i. % of working environment improved<br>ii. Number of interventions implemented                                                                               |
|                                                          |                                                                              | At least three (3) strategies to equip staff with working tools implemented annually                                                                                    |                                                                                                            |                                                                                                                                                               |
|                                                          |                                                                              | At least three (3) strategies on staff involvement in decision making implemented annually                                                                              |                                                                                                            |                                                                                                                                                               |
|                                                          | Staff integrity enhanced                                                     | Awareness on public service rules, regulations, circulars and policy enhanced from 90% to 99% by June, 2026                                                             | Establish public service staff' opinion on the public service compliance to the code of ethics and conduct | % of staff knowledgeable on the code of conduct                                                                                                               |

|                                                              |                                                      |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              | Improved human resources motivation and productivity | Human resource management improved by June 2026<br>Human resource policies and plans effectively operationalized by June 2026                                                                                                                                                      | Enhance human resources management                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>i. % Increase of recruited staff with the qualified skills.</li> <li>ii. % Of staff retained</li> <li>iii. Level of staff performance</li> </ul>                                                                                                              |
| F: Social welfare, Gender and Community Empowerment Improved | Gender Affirmative Actions enhanced                  | <ul style="list-style-type: none"> <li>i. At least 2 gender affirmative actions and programmes implemented annually</li> <li>ii. Youth and women in leadership positions within the council and community organizations increased from 20% to at least 80% by June 2026</li> </ul> | <ul style="list-style-type: none"> <li>i. Develop and implement gender-sensitive policies that promote equal opportunities in employment, education, and health services.</li> <li>ii. Ensure that all council programs and projects integrate gender considerations</li> <li>iii. Promote women's representation in leadership positions within the council and local organizations.</li> </ul> | <ul style="list-style-type: none"> <li>i. Number of gender affirmative actions implemented Annually</li> <li>ii. % of gender-sensitive policies implemented effectively</li> <li>iii. % Availability and accessibility of gender-disaggregated data for planning and evaluation purposes.</li> </ul> |

### 6.1.2 Strategic Service Area 2: Pre-Primary and Primary Education Division

This service area will utilize the following strategic objectives to contribute on the achievements of the council five years strategic plan C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased and E: Good Governance and Administrative services enhanced.

### Service Outputs, Key Targets, Strategies and Performance Indicators

| Objective                                                            | Service Output                           | Target                                                                                                              | Strategies                                                                                                                                                                                                                                                                                             | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C: Access to quality and equitable social services Delivery Improved | Access to pre-primary education enhanced | At least 100% enrollment of eligible children in early learning programmes achieved annually                        | <ul style="list-style-type: none"> <li>i. Promote community outreach programs on early learning and available programs.</li> <li>ii. Sustain enrollment growth</li> <li>iii. Promote quality education</li> <li>iv. Promote implementation of the National Strategy for Inclusive Education</li> </ul> | <ul style="list-style-type: none"> <li>i. % of eligible children enrolled in early learning programs annually</li> <li>ii. % Enrollment among marginalized groups and children with disabilities</li> <li>iii. % increase in the number of children enrolled in primary schools annually.</li> <li>iv. Number of children enrolled compared to the total eligible population</li> <li>v. Net Enrolment Ratio (% of Eligible)</li> <li>vi. % decrease dropout rate</li> <li>vii. % of retention rate of students in primary schools</li> </ul> |
|                                                                      |                                          | At least 100% enrollment of eligible children in primary education maintained annually                              |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                      |                                          | Enrolment of 8-13 years old children decreased from 37pupils in 2021 to 10 under COBET by June 2026.                |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                      |                                          | Enrolment of 14-18 years old pupils decreased from 20 in 2021 to 7 under COBET by June 2026.                        |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                      |                                          | A model for implementing pre-primary and primary inclusive education developed and implemented by 100% by June 2026 |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                      |                                          | Dropout rate decreased to below 2% by 2026.                                                                         |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                      |                                          | Retention rate of at least 98% in primary schools achieved by 2026                                                  |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                      | Pass rate increased                      | Pass rate increased from 90.3% in 2021 to 95% for STD VII and 91% in 2021 to 100% for STD IV by June 2026           | <ul style="list-style-type: none"> <li>i. Strengthen Assessment Practices</li> <li>ii. Promote Teachers</li> </ul>                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>i. % of cohort passing the examination (PSLE)</li> <li>ii. % increase in pass rates for STD IV by 100% annually.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                            |

| Objective                                                                        | Service Output                               | Target                                                                                                    | Strategies                                                                                                                                                                                                                                                   | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                  |                                              | Completion rate of standard seven pupils increased from 96% in 2021 to 99% by 2026                        | <ul style="list-style-type: none"> <li>Development Programmes.</li> <li>iii. Improve teachers' competency at all levels, particularly in Mathematics and Science subjects.</li> <li>iv. Strengthen teachers/students' attendance Tracking Systems</li> </ul> | <ul style="list-style-type: none"> <li>iii. Average scores of students in standardized assessments or internal and MOCK exams for both STD VII and STD IV</li> <li>iv. Average attendance rate of Standard Seven pupils throughout the academic year</li> <li>v. % of Standard Seven pupils completing their studies each year</li> <li>vi. Transition rate from standard seven to form one</li> </ul> |
| D: Quantity and Quality of Social Economic Services and Infrastructure Increased | Access to pre and primary education enhanced | School teachers' houses increased from 260 in 2021 to 320 by June 2026                                    | <ul style="list-style-type: none"> <li>i. Improve working environment for teaching staff</li> <li>ii. Improve teaching and learning environment at all schools</li> <li>iii. Improve education infrastructures and facilities at all schools.</li> </ul>     | i. Number of teacher's house constructed and rehabilitated                                                                                                                                                                                                                                                                                                                                             |
|                                                                                  |                                              | Primary school desks increased from 17,600 in 2021 to 22,000 by June 2026                                 |                                                                                                                                                                                                                                                              | ii. % increase of primary school teachers accommodated to staff houses                                                                                                                                                                                                                                                                                                                                 |
|                                                                                  |                                              | Pit latrines to pre and primary schools increased from 1,400 in 2021 to 2,050 by June 2026                |                                                                                                                                                                                                                                                              | iii. Number of desks fabricated, and rehabilitated                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                  |                                              | Pre and primary schools increased from 95 in 2021 to 108 by June 2026                                     |                                                                                                                                                                                                                                                              | iv. Pupil/desk Ratio (2:1)                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                  |                                              | Primary schools' classrooms increased from 776 classrooms in 2021 to 980 by June 2026                     |                                                                                                                                                                                                                                                              | v. Number of schools' pit latrines constructed                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                  |                                              | Access to sanitation facilities and clean water increased from 10% to 40% in all primary schools by 2026. |                                                                                                                                                                                                                                                              | vi. Pupil/Latrine Ratio (25:1 - Boys)                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                  |                                              |                                                                                                           |                                                                                                                                                                                                                                                              | vii. Pupil/Latrine Ratio (20:1 - Girls)                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                  |                                              |                                                                                                           |                                                                                                                                                                                                                                                              | viii. Number of pre and primary school constructed                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                  |                                              |                                                                                                           |                                                                                                                                                                                                                                                              | ix. Pupil/Classroom Ratio (60:1)                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                  |                                              |                                                                                                           |                                                                                                                                                                                                                                                              | x. Percentage of schools meeting sanitation and clean water (60.0)                                                                                                                                                                                                                                                                                                                                     |
|                                                                                  |                                              |                                                                                                           |                                                                                                                                                                                                                                                              | xi. % increase in the number of primary schools with access to electricity (60:0)                                                                                                                                                                                                                                                                                                                      |

| Objective                                               | Service Output                                           | Target                                                                                                                                                            | Strategies                             | Key Performance Indicators                                           |
|---------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------------------------------|
|                                                         |                                                          | Access to electricity increased from 20% to 70% in all primary schools by 2026.                                                                                   |                                        |                                                                      |
| E: Good Governance and Administrative services enhanced | Working environment of primary education staffs improved | Working environment of education staffs improved from 90% in 2021 to 95% for 10 education staff 21 Ward Education Officers and 97 Head teachers from by June 2026 | Enhance conducive working environment. | Level of staff performance<br>% of primary school teachers supported |

### 6.1.3 Strategic Service Area 3: Secondary Education Division

This department service area is responsible for the following strategic objectives C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased. E: Good Governance and Administrative services enhanced

#### Service Outputs, Key Targets, Strategies and Performance Indicators

| Objective                                                            | Service Output                          | Target                                                                                                                                    | Strategies                                                                                                                                          | Key Performance Indicators                                                                                                                                                                                  |
|----------------------------------------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C: Access to Quality and Equitable Social Services Delivery Improved | Access to secondary education enhanced. | Enrolment rate of form one student increased from 85% in 2021 to at least 98% annually                                                    | Facilitate enrollment growth for secondary schools' students                                                                                        | i. % of Net Enrolment Ratio in lower secondary schools (% of Eligible)                                                                                                                                      |
|                                                                      |                                         | Enrolment rate of higher secondary school increased by 100% annually                                                                      |                                                                                                                                                     | ii. Net Enrolment Ratio for higher secondary school (% of Eligible)                                                                                                                                         |
|                                                                      | Secondary School Pass Rate Increased    | Pass rate of Form II Increased from 85% to 90%, Form IV increased from 91.2% to 95% and to maintain the Form VI pass rate to 100% by 2026 | i. Enhance availability of teaching and learning instruments and tools at all levels of secondary school<br>ii. Improve teachers' competency at all | i. % Improve examination pass rate of sec. schools in Mathematics<br>ii. % Improve examination pass rate of secondary education in science subjects<br>iii. % of students passing form IV examination (95%) |

|                                                                                  |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                  |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | levels of secondary schools particularly in Mathematics and Science subjects.                                                                                                                                                                                                                                                            | iv. % of students passing form VI examination                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                  | Completion rate for secondary education increased                           | Completion rate for basic education increased from 91.2 % in 2021 to 95% by 2026                                                                                                                                                                                                                                                                                                                                                                                                         | i. Strengthen teachers/students' attendance Tracking Systems in all levels of secondary education                                                                                                                                                                                                                                        | i. % of transition rate from form four to form five                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                  |                                                                             | Completion rate for higher secondary education increased by 100 by 2026                                                                                                                                                                                                                                                                                                                                                                                                                  | ii. Improve access and participation of girls and PWD in secondary education                                                                                                                                                                                                                                                             | ii. % completion of girls' students and students with special needs in all levels of secondary education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| D. Quantity and Quality of Social Economic Services and Infrastructure Increased | School infrastructure and teaching facilities for basic education increased | Secondary school classrooms increased from 372 in 2021 to 673 by June 2026<br>School teachers' houses increased from 72 in 2021 to 86 by June 2026<br>Science Secondary school's laboratories increased from 18 to 36 by June 2026<br>Pit latrines to 36 secondary schools increased from 364 in 2021 to 1,196 by June 2026<br>Number of books in secondary schools increased from 60% to 100% by June 2026<br>Secondary schools Dormitories increased from 7 in 2021 to 21 by June 2026 | i. Improve and incorporate inclusive teaching and learning environment (classrooms, desks, textbooks, latrines/toilets ratios; boarding for girls; etc.) at all levels.<br>ii. Improve working environment for teaching staff at all levels of secondary schools<br>iii. Enhance development of infrastructures in all secondary schools | i. Number of secondary schools' classrooms constructed and rehabilitated<br>ii. students/Classroom Ratio in lower secondary schools (40:1)<br>iii. Number of secondary school teacher's house constructed.<br>iv. Number of secondary schools' science laboratories constructed<br>v. Number of pit latrines constructed<br>vi. Student/Latrine Ratio in lower secondary schools (20:1)<br>vii. Number of books purchased<br>viii. Students/book ratio<br>ix. Number of dormitories constructed.<br>x. % of students accommodated in schools' dormitories.<br>xi. Number of dining hall halls |

|  |  |                                                                                         |  |              |
|--|--|-----------------------------------------------------------------------------------------|--|--------------|
|  |  | Secondary schools Dining hall/assembly halls increased from 3 in 2021 to 7 by June 2026 |  | constructed. |
|--|--|-----------------------------------------------------------------------------------------|--|--------------|

#### 6.1.4 Strategic Service Area 4: Health, Social Welfare and Nutrition Services Division

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan A: Services Improved and HIV/AIDS Infection Reduced C: Access to Quality and Equitable Social Services Delivery Improved F: Social welfare, Gender and Community Empowerment Improved Y: Multi Sectorial Nutritional Services Improved

#### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

| Strategic Objective                                                  | Service Outputs                                                                                  | Targets                                                                                                           | Strategies                                                                                                                                                                                                                      | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A: Services Improved and HIV/AIDS Infection Reduced                  | HIV and TB test and care improved                                                                | Prevalence rate of HIV among OPD case is reduced from 5.3 to 2.0% by June 2026                                    | i. Strengthen implementation of mitigation measures against HIV/AIDS<br>ii. Enhance a participatory approach for testing TB and HIV/AIDS<br>iii. Strengthen the implementation of the National Tuberculosis and Leprosy Program | i. % of decrease in HIV Prevalence rate<br>ii. % of community members who have undertaken HIV/AIDS voluntary tests.<br>iii. % of community members covered by HIV/AIDS awareness and prevention programmes<br>iv. % of infected persons receive care and support services for HIV/AIDS<br>v. % of community members who have undertaken TB voluntary tests |
|                                                                      |                                                                                                  | 98 HIV/AIDS awareness programmes developed and implemented by June 2026                                           |                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                            |
|                                                                      |                                                                                                  | TB testing and counselling programmes as well as social and behavioral change programmes intensified by June 2026 |                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                            |
| C: Access to Quality and Equitable Social Services Delivery Improved | Medicines /Medical supplies/Medical equipment/laboratory reagents and vaccines services improved | Medicine, medical equipment and medical supplies improved from 95.2% to 100% by June 2025                         | Strengthen efficiency in availability of medicine, medical supplies, reagents, vaccine and pharmaceutical equipment;                                                                                                            | % of improved supply chain of medicine and medical equipment                                                                                                                                                                                                                                                                                               |



| Strategic Objective | Service Outputs                                           | Targets                                                                                                      | Strategies                                                                                                                                                                                     | Key Performance Indicators                                                                                                         |
|---------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
|                     | Reproductive and Child Health care improved               | Infant mortality rate per 1,000 births reduced from 48 to 30 by June 2026                                    | Strengthen the implementation of the National Immunization and Vaccine Development (IVD) Program; the prevention of mother-to-child transmission; and the Reproductive and Child Health (RCH). | i. % decrease of Infant Mortality Rate per 1,000 births (30)                                                                       |
|                     |                                                           | Maternal Mortality Rate per 100,000 reduced by 2026                                                          |                                                                                                                                                                                                | ii. % decrease of under-five Mortality Rate per 1,000 births (40)                                                                  |
|                     |                                                           |                                                                                                              |                                                                                                                                                                                                | iii. % increase of births attended by a skilled health worker (90)                                                                 |
|                     | Communicable diseases Managed and controlled              | Malaria prevalence reduced from 4.3% to less than 1.2% by June 2026                                          | Strengthen implementation of a National Malaria Strategic                                                                                                                                      | iv. % decrease of Maternal Mortality Rate per 100,000                                                                              |
|                     |                                                           | Prevalence of Malaria diseases among OPD cases reduced from 4% to less than 1.5% by June 2026                | Plan (NMP) 2021 – 2025.                                                                                                                                                                        | v. % of women receiving prenatal and postnatal care                                                                                |
|                     |                                                           | Coverage of malaria interventions increased from 70% to 90% in all SDC wards by 2026                         |                                                                                                                                                                                                | i. % of reduced Malaria prevalence                                                                                                 |
|                     |                                                           | Households owning at least one treated mosquito net increased from 70% to 90% by June 2026                   |                                                                                                                                                                                                | ii. % increase in the number of children under five who receive ACTs within 24 hours of developing fever (14% to 60%)              |
|                     | Non – Communicable Disease Control Managed and controlled | Curative services for noncommunicable diseases such as cancer, heart disease, and diabetes improved from 60% | Enhance implementation of National Noncommunicable Disease Strategy                                                                                                                            | iii. % increase of households owning at least one treated mosquito net                                                             |
|                     |                                                           |                                                                                                              |                                                                                                                                                                                                | iv. % increase of pregnant women and children under 5 sleeping under treated mosquito nets.                                        |
|                     |                                                           |                                                                                                              |                                                                                                                                                                                                | i. % availability of medicine, medical equipment, reagents and other health commodities, and treatment of noncommunicable diseases |

| Strategic Objective | Service Outputs                                                        | Targets                                                                                                                                                 | Strategies                                                                                                                                                                                                                | Key Performance Indicators                                                                                                                                         |
|---------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     |                                                                        | to 90% by June 2026                                                                                                                                     |                                                                                                                                                                                                                           | ii. % decrease in non-communicable diseases                                                                                                                        |
|                     | Elderly and vulnerable Care and Support Services ensured               | Access to health and social welfare services to elderly and vulnerable groups increased from 80% to 100% by June 2026                                   | Strengthen access to health and social welfare services for the elderly and people with special needs                                                                                                                     | % of elderly and vulnerable groups who have access to health and social welfare services                                                                           |
|                     | Antibiotic resistant Zoonotic disease controlled                       | Capacity of the health sector to effectively address the threat of zoonotic infectious diseases and antimicrobial resistance enhanced by 100% June 2026 | Strengthen implementation of the National One Health Strategy (OHS) 2022-2027 through establishing a coordinated response framework to reduce the incidence of zoonotic infectious diseases and antimicrobial resistance. | % decrease of zoonotic infectious diseases and antimicrobial resistance                                                                                            |
|                     | Treatment and care of other common diseases of local priority improved | Prevalence of oral diseases among OPD reduced from 0.6% to 0.3 by June 2026                                                                             | Enhance community awareness of oral diseases                                                                                                                                                                              | % reduction prevalence of oral diseases among OPD                                                                                                                  |
|                     |                                                                        | Prevalence of soil transmitted Helminthes is reduced from 86.6% to 40% by June 2026                                                                     | Strengthen community awareness of Schistosomes and Soil-Transmitted Helminths                                                                                                                                             | % decrease of Schistosomes and Soil-Transmitted Helminths for preschool children, school-aged children, and women of child-bearing age, including adolescent girls |
|                     | Blood Transfusion Services enhanced                                    | Collection of safe blood from voluntary unpaid blood donors enhanced from 85% to 100% by June 2026                                                      | i. Strengthen the implementation of the Tanzania National Blood Transfusion                                                                                                                                               | i. Amount of blood units collected<br>ii. % of safe blood collected                                                                                                |

| Strategic Objective                                                              | Service Outputs                                         | Targets                                                                                                        | Strategies                                                                                                                                                               | Key Performance Indicators                                                                                                        |
|----------------------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
|                                                                                  |                                                         | Conduct at least 5 awareness campaigns on safe blood donation by June 2026.                                    | Services (TNBTS)<br><br>ii. Strengthening collaboration between partners to support the collection and distribution of blood<br>Strengthening community campaigns        |                                                                                                                                   |
| D: Quality and Quantity of Social Economic Services and Infrastructure Increased | Health infrastructures and facilities improved          | Construction of at least 2 health centers and 3 dispensaries by 2026.                                          | Promote the availability of essential health infrastructures                                                                                                             | i. Number of health infrastructures buildings constructed and maintained<br>ii. % installation of health interoperable ICT system |
|                                                                                  |                                                         | Health sustainable ICT systems Installed and operationalized by 100% by June 2026                              |                                                                                                                                                                          |                                                                                                                                   |
|                                                                                  |                                                         | Existing health infrastructures maintained 100% by June 2026                                                   |                                                                                                                                                                          |                                                                                                                                   |
| E: Good Governance and Administrative Services Enhanced                          | Governance of health sector at Community Level enhanced | Community participation and involvement in health promotion actions strengthened from 95% to 100% by June 2025 | i. Enhance management framework to implement Government's policies regarding decentralized management of health services<br><br>ii. Strengthen governance in communities | % Improve of community structures functioning to enhance community accountability for health programmes and services              |

| Strategic Objective                           | Service Outputs                                                                      | Targets                                                                                                                                                                                                                                                                                                                                                                                        | Strategies                                                                                                                                                                                                                                                                                        | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                               | Human Resource for health in terms of number professional mix at all levels improved | Competent health workforce with adequate and updated competencies ensured 100% by June 2026<br>Provision of on-the-job training for all health care workers enhanced 100% by June 2026                                                                                                                                                                                                         | Strengthen organizational and human resource management                                                                                                                                                                                                                                           | Health staff turnover level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Y: Multi Sectoral Nutrition Services Improved | Improved maternal, infant, young child and adolescent nutrition behaviors            | Stunting level in children aged 0 – 59 months in the council reduced from 47% to 20% by June 2026<br>Proportion of newborns breastfed within one hour increased from 87.6% in 2021 to 95% by 2026.<br>At least 50% increase in the nutritional knowledge of students and parents by June 2026<br>Nutrition, food hygiene and safety monitoring mechanism improved from 40% to 80% by June 2026 | i. Enhance implementation of National Multisectoral Nutrition Action Plan (NMNAP), 2021/22-2025/26 Strengthen<br>ii. Incorporate nutrition education into school interventions<br>iii. Conduct community campaigns that highlight the importance of nutrition and the role of agriculture in food | i. % reduction in stunting levels among children aged 0 – 59 months<br>ii. Prevalence of wasting (weight for height) among children 0-59 months<br>iii. Prevalence of low birth weight (LBW) at birth (Less than 3)<br>iv. Prevalence of overweight among children 0 – 59 months (Less than 5)<br>v. Rate of Exclusive Breast Feeding (EBF)– 85<br>vi. Prevalence of vitamin A deficiency among children aged 6 – 59 months (serum retinol level < 20 µg/dl)-Less than 20<br>vii. Number of children receiving targeted nutritional interventions (e.g., |

| Strategic Objective                                         | Service Outputs                                      | Targets                                                                                                                            | Strategies                                                                                         | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                             |                                                      | Nutritional status of the population, both in terms of reducing under- and over-nutrition improved by 80% by 2026                  | security                                                                                           | supplements, fortified foods) per year<br>viii. % reduced overweight among adults aged 15-49 years (10)<br>ix. The annual percentage of newborns breastfed within one hour after birth, monitored through health facility records.<br>x. Number of workshops and seminars conducted in schools and communities to raise awareness about nutrition.<br>xi. Percentage of students and community members engaging in nutrition education initiatives. |
| G: Management of Natural Resources and Environment Improved | Environmental Health and Sanitation improved         | Environmental health, hygiene practices and sanitation capacity at all Health Facilities strengthened from 40% to 90% by June 2026 | Enhance safe and healthy environment                                                               | i. % Improve of environmental health, hygiene practices and sanitation capacity at all Health Facilities<br>ii. % decrease of diseases caused by inadequate water, sanitation and hygiene (WASH)                                                                                                                                                                                                                                                    |
|                                                             |                                                      | Access to basic sanitation and basic hygiene facilities improved From 40% to 90% by 2026                                           |                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| I: Emergency and Disaster Management Improved               | Emergency and disaster properly handled and managed. | Response to public health and medical care needs during disaster or emergency effectively coordinated 100% by June 2026            | Enforce effectively implementation of Tanzania Emergency Preparedness and Responsive Plan (TEPRP). | i. % of essential medicines and medical supplies available in emergency stockpiles<br>ii. % of required health worker positions filled and deployed to emergency response                                                                                                                                                                                                                                                                           |

| Strategic Objective | Service Outputs | Targets                                                                                                                                                                                                    | Strategies | Key Performance Indicators                                                                                                           |
|---------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------|
|                     |                 | Availability of health workers, medicines, safe blood, and medical supplies during emergencies ensured by 100% by June 2026                                                                                |            | i. Number of safe blood units available in blood banks and the percentage increase in blood donations prior to expected emergencies. |
|                     |                 | Provision of psychological support services for disaster victims, disaster workers, and/or others who have experienced trauma due to an emergency/disaster event coordinated at least by 100% by June 2026 |            | ii. % of affected populations receiving psychological support services                                                               |

#### 6.1.5 Strategic Service Area: 5 Community Development Division

This service area will contribute to the council's five years' strategic plan and other national and global planning framework through implementation of the following strategic objectives A: Services Improved and HIV/AIDS Infection Reduced, F: Social Welfare, Gender and Community Empowerment Improved, H: Local Economic Development Coordination Enhanced.

#### Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators

| Objectives                                           | Service Outputs                                             | Targets                                                                          | Strategies                                                                          | Key Performance Indicators                                                         |
|------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| A: Services Improved and HIV/AIDS Infections Reduced | New HIV/AIDS and TB infection cases controlled among staffs | Awareness of HIV/AIDS and prevention to 50 community groups facilitated annually | Strengthen implementation of mitigation measures against HIV/AIDS and TB infection. | % of community members who have reached awareness programs on HIV/AIDS prevention. |

|                                                              |                                                                                              |                                                                                                                                         |                                                                                                                                                                                           |                                                                                                                                                                                                                                       |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              | Control emergence of new HIV/AIDs infection in the community                                 | HIV prevention and sexual reproductive education for adolescence and young people in 21 wards improved by June, 2026                    | i. Strengthen provision of social welfare services including health services and psychosocial support to vulnerable groups and communities.<br><br>ii. Strengthen Peer Education Programs | % of adolescent and young people with HIV prevention and SRH knowledge<br><br>Number of schools in the 21 wards implementing education programmes on HIV prevention and sexual reproductive health.                                   |
|                                                              | Income generating activities groups among HIV vulnerable groups established and strengthened | Social support to 50 PLHIV groups strengthened annually                                                                                 | Promote inclusiveness and economic empowerment for PLHIV                                                                                                                                  | Number of PLHIV groups supported                                                                                                                                                                                                      |
| E: Good Governance and Administrative Services Enhanced      | Community participation in development enhanced                                              | At least 80% of community participation in development processes with special provisions for youth, women and PWDs promote by June 2026 | Enhance community participation in development processes                                                                                                                                  | % of community participating in development initiatives.                                                                                                                                                                              |
| F: Social welfare, Gender and Community Empowerment Improved | Women, Youth and Disabled group financial and economic capacity improved and maintained      | Access to capital for women economic groups improved from 479 to 979 by June 2026.                                                      | i. Promote inclusiveness and economic empowerment for women, youth and disabled group<br><br>ii. Strengthen management and regulation of community                                        | i. Number of active economic groups accessed capital<br>ii. Number of loan applications submitted and approved for youth, women and PWD<br>iii. Amount of Funds Disbursed:<br>iv. Amount of capital refunded by beneficiaries' groups |
|                                                              |                                                                                              | Access to capital for youth economic groups improved from 80 to 140 by June 2026                                                        |                                                                                                                                                                                           |                                                                                                                                                                                                                                       |
|                                                              |                                                                                              | Access to capital for people with disability economic groups improved from 18 to 40 by June 2026                                        |                                                                                                                                                                                           |                                                                                                                                                                                                                                       |



|  |                                                            |                                                                                                                       |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                                                            | Loan repayment of 10 % strengthened from 75.64% to 90% by June 2026                                                   | empowerment funds                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|  | Social protection to vulnerable community members enhanced | 482 VSLA, 250 youth, 250 women and 100 people with disability groups formed and registered by June 2026               | i. Extend social protection coverage to both formal and informal sectors.<br>ii. Promote individual and community savings behavior and attitudes, and investment in productive activities.<br>iii. Strengthen the management of citizens' investment funds. | i. % increase of Livelihood Income Generating Activities (IGAs) with approved business plans that are set up within six months of receiving livelihood grant support<br>ii. Number of eligible beneficiary households receiving enhanced livelihood support including appropriate basic and skill training and livelihood grant (Number)<br>iii. Number of PWP sub-projects/community assets created through PSSN Program (cumulative)<br>iv. % Proportion of children in beneficiary households aged 0-24 months old attending health facilities regularly (95)<br>v. % Proportion of children in beneficiary households aged 6-18 years enrolled in primary schools with more than 80% of attendance a month (95)<br>vi. % Proportion of eligible children in beneficiary Households linked to secondary school (8)<br>vii. Proportion of beneficiary household receiving disability benefit (6) |
|  |                                                            | Relief Assistance to PSSN households ensured in 121 villages by June 2026                                             |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|  |                                                            | Livelihood and welfare of vulnerable populations to reduce income poverty and dependency improved by 50% by June 2026 |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|  |                                                            | Economic empowerments aim to build the society's self-reliance and resilience to shocks promoted by June 2026         |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|  | Improved prevention and response services on Gender Based  | Community response to GBV strengthened from 10% to 60% villages by June 2026.                                         | i. Strengthen early childhood development                                                                                                                                                                                                                   | i. % Increase of social protection coverage for GBV groups<br>ii. Number of wards reached by Ant-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                                                     |                                                          |                                                                                                                                                                      |                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                     | Violence (GBV)                                           | 21 wards reached by Ant-Gender Based Violence campaign annually                                                                                                      | <p>services and child protection.</p> <p>ii. Strengthen efforts against gender-based violence and violence against children</p>                                                                                                        | Gender Based Violence campaign                                                                                                                                                                                                                                           |
| H: Local economic Development Coordination Enhanced | Community Participation and Sense of ownership increased | <p>People participation in development project maintained by 90% annually</p> <p>At least 70% of community self-help initiative enhanced in 45 villages annually</p> | <p>i. Strengthen the implementation of “Mpango wa Taifa wa Kuhamasisha na Kusimamia Maendeleo ngazi ya Msingi”</p> <p>ii. Sensitize the Improved O&amp;OD mechanism</p> <p>iii. Enhance coordination of Local economic Development</p> | <p>i. Number of community self-help projects initiated</p> <p>ii. Number of wards and villages facilitated</p> <p>iii. % of community initiatives/projects received moral, technical and financial support</p> <p>iv. Number of Wards and village with facilitators.</p> |

### 6.1.6 Strategic Service Area 6: Agriculture, Livestock and Fisheries Division

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives: C: Access to Quality and equitable social services delivery improved; D: Quantity and Quality of Social Economic Services and Infrastructure Increased; G: Emergency and Disaster Management improved

#### Service Outputs, Key Targets, Strategies and Performance Indicators

| Objectives                                                                       | Service Outputs                              | Targets                                                                                          | Strategies                                                                                                                                                                                      | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C: Access to Quality and Equitable Social Services Delivery Improved             | Financial and Cooperative services improved. | Cooperative societies increased from 55 to 60 by June 2026                                       | i. Enhance implementation of Agricultural Sector Development Programme<br>ii. Adherence of the Cooperative Societies Act, 2013 and its Regulations, 2015                                        | i. Number of cooperative societies registered<br>ii. Members in Cooperatives Societies<br>iii. Number of cooperatives societies facilitated                                                                                                                                                                                                                                                  |
|                                                                                  |                                              | Management capacity of 55 cooperatives societies strengthened by June 2026                       |                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                  |                                              | Cooperative society's performance strengthened by 2026                                           |                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                              |
| D. Quantity and Quality of Social Economic Services and Infrastructure Increased | Crop production increased                    | Food crops production and productivity increased from 260,000 tons to 432,000 Tons by June 2026  | i. Enhance productivity in strategic crop production.<br>ii. Introduce modern crop management systems.<br>iii. Continue strengthening effective training and research programmes to benefit key | i. Number of crops tons produced<br>ii. % Increase in agricultural productivity (4.7)<br>iii. Food sufficiency ratio (%)<br>iv. Acres/Hectare under irrigation<br>v. Number of Large-Scale Farms (Block Farms) established<br>vi. % of agricultural land under mechanization services along the value chain<br>vii. % increase of access to quality agricultural inputs (seeds, fertilizers, |
|                                                                                  |                                              | Cash crops production and productivity increased from 12,826 Tons to 17,543 Tons by June 2026    |                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                  |                                              | 70% of local farmers trained on best agricultural practices and technology adoption by June 2026 |                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                              |

|  |                                                        |                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                    |
|--|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                                                        | Access to quality seeds, fertilizers, and pesticides for at least 80% of farmers increased by 2026                                                                                                                               | stakeholders including youth, women and people with disabilities.<br>iv. Sensitize application of Science, Technology and Innovation to Improve Productivity and Yields<br>v. Strengthen implementation of Guidelines for the Implementation of the Fertilizer Subsidy Program | and pesticides)                                                                                                                                                                                                                                    |
|  | Extension services improved                            | Agriculture Extension services improved in 121 villages by June 2026                                                                                                                                                             | i. Develop programs to improve extension services in remote areas<br>ii. Encourage the use of ICT in the provision of extension services                                                                                                                                       | i. Number of extension officers increased<br>ii. % availability of improved extension service delivery at village and ward levels.                                                                                                                 |
|  | Enhanced Livestock Production and livestock Management | Livestock keepers sensitized and facilitated on improving their herds by raising livestock breeds that produce high quantity and quality of milk, meat and eggs by June 2026<br>Quality hides and skins increased to 75% by 2026 | i. Enhance feeding and nutrition programs to increase livestock weight gain.<br>ii. Strengthen animal diseases surveillance systems                                                                                                                                            | i. % of quality hides and skin<br>ii. Meat Production (Kg/Tons)<br>iii. Milk Production in (Litres)<br>iv. % decrease of livestock mortality rate (12)<br>v. % decrease of livestock morbidity rate (3)<br>vi. % of livestock vaccination coverage |

|  |  |                                                                                                                        |                                                                                                                         |                                                                                                                        |
|--|--|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|  |  | Livestock vaccination programs increased annually                                                                      | iii. Facilitate availability and affordability of vaccines.<br>iv. Facilitate dipping of livestock for parasite control | vii. rate (50)<br>% increase of livestock Dipping rate (85)<br>viii. % decrease in the incidence of livestock diseases |
|  |  | Access to veterinary services increased and improved by June 2026                                                      |                                                                                                                         |                                                                                                                        |
|  |  | A comprehensive disease surveillance system to monitor and respond to outbreaks developed and implemented by June 2026 |                                                                                                                         |                                                                                                                        |

| Objectives                                    | Service Outputs                            | Targets                                                                                                                                  | Strategies                                                                                 | Key Performance Indicators                                                                                                |
|-----------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
|                                               | Agriculture infrastructure improved        | Agriculture infrastructure storage facilities increased from 27 to 32 by June 2026                                                       | i. Conduct a comprehensive need assessment                                                 | i. % Decrease in postharvest loss                                                                                         |
|                                               |                                            | Agriculture Wards Resource Centers increased from 3 to 5 by June 2026                                                                    | ii. Provide training programs                                                              | ii. Capacity of storage facilities (%)<br>iii. % of farmers utilizing the services and resources provided by the centers. |
|                                               | Fishing activities facilitated             | Appropriate extension services to transform fishing practice provided at least 75% by June 2026                                          | i. Ensure fish and fishery products quality, safety and standards.                         | i. Number of Fisheries Extension Officers                                                                                 |
|                                               |                                            | Provision of demand driven quality and timely fisheries extension services improved at least by 85% by June 2026                         | ii. Support marine spatial planning and sustainable use and management of marine resources | ii. Fisheries production (kg/Tons) per year                                                                               |
| I: Emergency and Disaster Management improved | Emergency and Disaster Management improved | Early warning disease surveillance and food security enhanced at least by 90% by June 2026                                               | i. Develop and implement an integrated disease surveillance system                         | i. % of vulnerable populations with acceptable food security levels                                                       |
|                                               |                                            | Training programs on identifying early signs of disease outbreaks and food insecurity effectively conducted by 95% by June 2026          | ii. Strengthen public Awareness Campaigns                                                  | ii. % of local communities engaged in disease surveillance and reporting mechanisms                                       |
|                                               |                                            | Response to Disease Outbreaks (Rift Valley Fever, Avian Influenza, Food Poisoning, Swine Flu, etc.) strengthen at least by 80% June 2026 |                                                                                            |                                                                                                                           |

| Objectives                                   | Service Outputs                                                                      | Targets                                                                                                                    | Strategies                                                                                                                       | Key Performance Indicators                                                                        |
|----------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Y: Multisectoral Nutrition Services Improved | Improved maternal, infant, young child and adolescent nutrition behaviors Strengthen | At least 15 school gardens/farms with a focus on diverse crops established by June 2026                                    | i. Incorporate nutrition education into school interventions                                                                     | i. Number of school gardens/farms with a focus on diverse crops established                       |
|                                              |                                                                                      | At least 15 schools to be provided with nutritious' seeds crops to support the availability of nutritious produce annually | ii. Conduct community campaigns that highlight the importance of nutrition and the role of agriculture in food security          | ii. Number of agricultural extension officer trained                                              |
|                                              |                                                                                      | Agricultural extension officer in all 21 wards and HQ trained on the prevention of malnutrition annually                   | iii. Promote local production of nutrition commodities and supplies (specialize nutritious foods and anthropometric equipment's) | iii. Number of nutritious' seeds crops to support the availability of nutritious produce provided |

#### 6.1.7 Strategic Service Area 7: Infrastructure, Rural and Urban Development Division

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives D: Quantity and Quality of Social Economic Services and Infrastructure Increased; E: Good Governance and Administrative Services Enhanced.

#### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

| Strategic Objective        | Service Output    | Target                                                    | Strategies     | Key Performance Indicator                   |
|----------------------------|-------------------|-----------------------------------------------------------|----------------|---------------------------------------------|
| D: Quality and Quantity of | Quality buildings | Maintaining Quality of council buildings at 100% annually | i. Implement a | % of office buildings that meet established |



| Strategic Objective                                           | Service Output                                    | Target                                                                                                                                               | Strategies                                                                                                                                                                                                                                                         | Key Performance Indicator                                                                                                                                                                  |
|---------------------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Socio-Economic Services and Infrastructure Increased<br><br>- | constructed and renovated                         | Dilapidated office buildings in all wards reduced off by 80% by June 2026                                                                            | <ul style="list-style-type: none"> <li>systematic maintenance schedule</li> <li>ii. Secure adequate funding for maintenance</li> </ul>                                                                                                                             | quality assurance standards                                                                                                                                                                |
|                                                               | Quality kilometers of roads increased in District | Community roads network improved at least by 80% annually                                                                                            | Secure dedicated funding for community road construction and maintenance                                                                                                                                                                                           | Total road length improved (Km)                                                                                                                                                            |
|                                                               | Land infrastructure services improved             | Property valuation in each of 21 wards sustained by 25% annually                                                                                     | Establish a Comprehensive Valuation Framework:                                                                                                                                                                                                                     | % of property valuations completed annually                                                                                                                                                |
|                                                               | Land tenure security ensured                      | At least 25% of Land planning, surveying and titling of land parcels for public use, investment and human settlement promote and facilitate annually | <ul style="list-style-type: none"> <li>i. Mainstream land management and planning systems in other sectoral development plans</li> <li>ii. Promote the use of ICT in land surveying and titling.</li> <li>iii. Promote planned and serviced settlements</li> </ul> | <ul style="list-style-type: none"> <li>i. % of land surveyed</li> <li>ii. Number of title deeds issued to property owners</li> </ul>                                                       |
|                                                               |                                                   | At least 90% of an Integrated Land Management Information System upgrade and scaled up annually                                                      |                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>i. Area of land (acres) allocated and protected for public uses</li> <li>ii. Area of land (acres) allocated and protected for investment</li> </ul> |
|                                                               |                                                   | At least 5 town planning drawings and 3 Village Land Use improved annually                                                                           |                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>iii. Number of Functional DLHTs (district land housing tribunals)</li> <li>iv. Number of villages with Land Use Plans</li> </ul>                    |
|                                                               |                                                   | Ensure that all areas owned by SDC have secured all necessary ownership documents including title deeds by June 2026                                 |                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>v. % decrease of land disputes</li> <li>vi. Number of title deeds secured</li> </ul>                                                                |

| Strategic Objective                                    | Service Output                         | Target                                                                                                        | Strategies                  | Key Performance Indicator                                                        |
|--------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------|
| E. Enhance good governance and administrative services | Conducive working environment improved | Working environment of 12 staff for infrastructure, rural and urban development division ensured by June 2026 | Improve working environment | Level of staff performance (Infrastructure Rural and Urban Development Division) |

#### 6.1.8 Strategic Service Area 8: Planning and Coordination Division

This service area is responsible for implementing the following strategic objectives C: Access to Quality and Equitable Social Services Delivery Improved E: Good Governance and Administrative Services Enhanced, H: Local Economic Development Coordination Enhanced. Through these strategic objectives the service area will contribute to the 5 Singida District Council strategic issues identified in this strategic plan by coordinating all sectors towards realization of the expected ultimate results by June 2026.

#### Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators

| Objectives                                              | Service Outputs                                    | Targets                                                                                                                                                           | Strategies                                                                                                                               | Key Performance Indicators                                                                                                                                                         |
|---------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E: Good Governance and Administrative services Enhanced | Participation in decision making Enhanced          | Participation of community in budget preparation, implementation and monitoring from villages to council level enhanced from 80% to 100% by June 2026             | Enhance community participation in planning and budget process                                                                           | % of community actively engaged in budget preparation, planning and implementation activities                                                                                      |
|                                                         | Governance and Strategic Planning process enhanced | Implementation of Mid-Term Strategic Plan (2021/22-2025/26) coordinated 100% by June 2026                                                                         | i. Strengthen the implementation of SDC-SP including prioritization, planning, integration and alignment of implementation interventions | i. % of targets outlined in the Strategic Plan that have been successfully implemented by June 2026                                                                                |
|                                                         |                                                    | Training for council staff on strategic planning and implementation to enhance their skills and understanding of the plan's objectives enhanced 100% by June 2026 | ii. Strengthen Annual Budget Preparation                                                                                                 | ii. % of the budget utilized effectively compared to the planned expenditures.<br>iii. % of data entries that are accurate and free from errors in the council statistics database |

| Objectives                                          | Service Outputs                               | Targets                                                                                                                                                                                                   | Strategies                                                                                                                             | Key Performance Indicators                            |
|-----------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
|                                                     |                                               | Council's plans and budget prepared and implemented 100% annually                                                                                                                                         | iii. Strengthen and Reporting Process provide of necessary information and data for proper planning and decision making at all levels. | iv. Level of SDC strategic activities coordination    |
|                                                     |                                               | Council's performance reports prepared and submitted 100% annually                                                                                                                                        |                                                                                                                                        |                                                       |
|                                                     |                                               | Council Statistics and Data management for tracking progress and improve evidenced-based planning, policy and decision making at local levels of enhanced and made available at least by 95% by June 2026 |                                                                                                                                        |                                                       |
|                                                     | Conducive working Environment improved        | Conducive working environment to Planning and Coordination Division Staffs ensured by June, 2026                                                                                                          | Improve Working environment                                                                                                            | Level of staff performance                            |
| H: Local Economic Development Coordination Enhanced | Projects Planning and Management strengthened | Capacity building on proposal writeups to 9 departments and 11 units in the council enhanced at least by 90% by June 2026                                                                                 | Strengthen planning activities                                                                                                         | Number of proposals writes-up developed and submitted |
|                                                     | Community Initiative-CIS Ensured              | Community priorities of CIs in council plans and Budgets accommodated at least by 95% by June 2026                                                                                                        | i. Sensitize use of Improved O&OD approach                                                                                             | Number of CSI/projects implemented                    |

| Objectives                                    | Service Outputs                                                 | Targets                                                                                                                                     | Strategies                                                                                                   | Key Performance Indicators                                      |
|-----------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|                                               |                                                                 | Project initiated by community increased from 12 to 40 by June 2026                                                                         | ii. Strengthen the implementation of “Mpango wa Taifa wa Kuhamasisha na Kusimamia Maendeleo ngazi ya Msingi” |                                                                 |
| I: Emergence and Disaster Management Enhanced | Management of emergency and disaster at all levels strengthened | Risk management framework developed, updated and maintained by June 2026<br>Internal control and risk management systems evaluated annually | Enforce implementation of Risk Register and Management Framework                                             | % Implementation of SDC- Risk Register and Management Framework |

#### 6.1.9 Strategic Service Area 9: Industry, Trade and Investment Division

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic plan E: Good Governance and Administrative services Enhanced H: Local Economic Development Coordination Enhanced

##### Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators

| Strategic Objectives                                | Service Outputs                                              | Targets                                                                                                                                                                        | Strategies                                                                                                                       | Performance Indicators                                                                                                                                                                                                                            |
|-----------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| H: Local Economic Development Coordination Enhanced | Number of investors available, types of investment conducted | Register of industries and investment area prepared and sustained by 100% by June 2026<br>At least 3 Project Proposal/Feasibility Studies for investment prepared by June 2026 | i. Facilitate increased business start-up and private sector involvement<br>ii. Enhance the scope of SDC benefits from strategic | i. % completion and operationalization of industries and investment area register.<br>ii. Number of new investments and/or business expansions<br>iii. Council investment profile developed/revised and in place<br>iv. Number of key sectors and |

|  |  |                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p>Council investment profile developed and operationalized by June 2026</p> <p>At least 2 Business councils' forums conducted annually</p> <p>At least 5 Interventions for Doing Business and Investment enhanced by June 2026</p> <p>Revenue collection from business license, Liquor licence, Hotel levy, Service Levy and business Advertisement fees increased from 50% to at least 80% by June 2026</p> | <p>geographical opportunities through enabling improved business environments</p> <p>iii. Promote investment and trade for available opportunities</p> <p>iv. Promote trade of locally value-added goods and services</p> | <p>opportunities identified in the investment assessment.</p> <p>v. Number of priority investment projects initiated</p> <p>vi. Number of stakeholders (business leaders, government officials, etc.) attended the forums.</p> <p>vii. % increase in the number of SMEs accessing financing.</p> <p>viii. Changes in local business activity indicators, such as the number of new businesses registered or investment levels.</p> <p>ix. % increase in total revenue collected from business licenses, liquor licenses, hotel levies, service levies, and business advertisement fees.</p> |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### 6.1.10 Strategic Service Area 10: Legal Services Unit

This service area will contribute to the council's five-year strategic plan and other national and global planning framework through implementation of strategic objective E: Good Governance and Administrative Services Enhanced.

##### Strategic Objective, Service Outputs, Targets, Strategies and Key Performance Indicators

| Objectives                                              | Service Output                         | Target                                                                                                                                                                                                                                                                                                                                                           | Strategies                                                                                                                                                                                                                          | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E. Good Governance and Administrative Services Enhanced | Legal Services Enhanced                | <p>Cases against Council reduced from 15 to 0 by June 2026</p> <p>100% of council staff trained on existing laws regulation and quality standards by June 2026</p> <p>Capacity of Ward Tribunals strengthened 100% annually</p> <p>Council by-laws reviewed and enacted by June 2026</p> <p>Legal advice and opinion strengthened from 60 % to 100% annually</p> | <p>i. Strengthen legal compliance</p> <p>ii. Strengthen enforcement and compliance with legal standards</p> <p>iii. Strengthen Tribunal Capacity</p> <p>iv. Improve governance systems and coordination of government business;</p> | <p>i. % decrease in the number of legal cases filed against Singida District Council</p> <p>ii. % of grievances resolved through the established resolution mechanism compared to those that escalate to legal cases.</p> <p>iii. Number of training sessions conducted on legal compliance and ethical standards, along with participation rates.</p> <p>iv. Number of training sessions conducted to ward tribunal members.</p> <p>v. Number of community outreach activities conducted to raise awareness about Ward Tribunals.</p> <p>vi. Number of training sessions conducted for council members</p> |
|                                                         | Conducive working Environment improved | Working environment for Legal Services Unit improved from 80% to 95% by June 2026                                                                                                                                                                                                                                                                                | Improve working environment                                                                                                                                                                                                         | % increase level of staff performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

### 6.1.11 Strategic Service Area 11: Finance and Accounts Unit

This strategic service area is responsible for the implementation of the following strategic objective E: Good Governance and Administrative Services Enhanced. The service area will contribute to the achievement of the council strategic issues as the service Division.

#### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

| Objective                                               | Service Output                                                  | Targets                                                                                     | Strategies                                                                            | Key Performance Indicators                                                                                                                                                                                              |
|---------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E: Good Governance and Administrative Services Enhanced | Own source revenue collection improved                          | Number of new revenue sources increased from 25 to 30 by June 2026                          | Strengthen SDC financial self-sufficiency                                             | i. Number of new revenue sources introduced and secured<br>ii. % increase in own-source revenue collected annually                                                                                                      |
|                                                         |                                                                 | Council own source revenue collection increased from 75% to 90% by June 2026                |                                                                                       |                                                                                                                                                                                                                         |
|                                                         |                                                                 | Own source revenue collection maintained by 100% annually                                   |                                                                                       |                                                                                                                                                                                                                         |
|                                                         | Conducive working environment for finance and accounts improved | Conducive working environment Finance and Accounts staff ensured at least by 90% June 2026. | Enhance conducive working environment.                                                | Level of staff performance                                                                                                                                                                                              |
|                                                         | Transparency and Accountability Maintained                      | Council financial statements/reports timely prepared, submitted and maintained annually     | i. Comply with financial management Standards<br>ii. Improve internal control systems | i. Number of internal pre-audits conducted<br>ii. CAG audit opinion (Un-qualified and Qualified)<br>iii. Decrease number of audit quarrel<br>iv. % of audit recommendations implemented within the specified timeframe. |



### 6.1.12 Strategic Service Area 12: Natural Resources and Environment Conservation Unit

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased

#### Service Outputs, Key Targets, Strategies and Performance Indicators

| Objectives                                                  | Service Outputs                                                | Targets                                                                                                                                                     | Strategies                                                                                                                                                                                                                                                                 | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G: Management of Natural Resources and Environment Improved | Climate change adaptation and mitigation measures strengthened | Renewable green energy technologies (biogas, LPG, Solar Energy), and Climate change adaptation promoted by June 2026                                        | <ul style="list-style-type: none"> <li>i. Strengthen capacity for addressing climate change Adaptation and mitigation measures</li> <li>ii. Enforce Environmental Management Act, 2004</li> <li>iii. Strengthen "Mkakati wa Matumizi ya Nishati Safi 2024-2034"</li> </ul> | <ul style="list-style-type: none"> <li>i. % Reduced Deforestation Rate (Acre/Ha)</li> <li>ii. % Increased consumption of alternative charcoal/energy</li> <li>iii. % of large projects/ business complying with approved Environmental and Social Impact Assessment (EIA) and audit regulations</li> <li>iv. % reduced land degradation reduced</li> <li>v. % of forest area under conservation</li> <li>vi. % reduced poaching, illegal harvesting and trade of wildlife, forest, bee and antiquities resources</li> </ul> |
|                                                             |                                                                | Consumption of alternative Charcoal and use of clean and safe energy promoted in all 21 wards by June 2026                                                  |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                             |                                                                | Management of District Natural Forest in 21 wards improved by June 2026                                                                                     |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                             |                                                                | At least 10 strategies to combat poaching, illegal harvesting and trade of wildlife, forest, bee and antiquities resources develop and implemented annually |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                             |                                                                | At least 20 afforestation programmes implemented in all 21 wards annually                                                                                   |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                             |                                                                | At least 2 community-based natural resource management programs implemented by June 2026                                                                    |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                                                                |                                                                                   |                                                                                                   |      |                                                                   |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|------|-------------------------------------------------------------------|
| Stakeholder's engagement in development and management of forest resources for | Villagers participating in appropriate beekeeping increased from 43 to 70 by 2026 | Promote stakeholder's engagement in development and management of plantation forest resources for | i.   | Number of beekeeping micro income-generating projects established |
|                                                                                | Bee hives increased from 8,805 to 9,000 by June 2026                              |                                                                                                   | ii.  | Number of bee hives installed                                     |
|                                                                                |                                                                                   |                                                                                                   | iii. | Average honey production per hive                                 |

| Objectives                                    | Service Outputs                            | Targets                                                                                                                                                                                                                                              | Strategies                                                                                         | Key Performance Indicators                                                                                                                                                    |
|-----------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                               | conservation promoted.                     | Beekeeping micro income generating projects through O & OD plans in 80 villages established by June 2026                                                                                                                                             | conservation and economic growth.                                                                  |                                                                                                                                                                               |
| I: Emergency and Disaster Management improved | Emergency and Disaster Management improved | <p>At least 80% of interventions for environmental disasters (e.g., forest fire, flooding, drought) implemented by June 2026</p> <p>Comprehensive District Emergency Preparedness and Responsive Plan developed and operationalized by June 2026</p> | Enforce effectively implementation of Tanzania Emergency Preparedness and Responsive Plan (TEPRP). | <p>i. % implementation of comprehensive emergency response plans</p> <p>ii. Number of ecosystem restoration projects initiated (e.g., reforestation, wetland restoration)</p> |

### 6.1.13 Strategic Service Area 13: Solid Waste and Sanitation Unit

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives C: Access to Quality and Equitable Social Services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased

#### Service Outputs, Key Targets, Strategies and Performance Indicators

| Objectives                                                  | Service outputs                  | Targets                                                                | Strategies                                                                                                         | Key performance indicators                                                                                                                                                                                                                                       |
|-------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G: Management of Natural Resources and Environment Improved | Solid waste management increased | 3 collection points of solid waste management constructed by June 2026 | Enforce regulations on waste management including e-waste, Hazardous waste, solid waste, plastic waste and Mercury | <ul style="list-style-type: none"> <li>i. Number of collection points constructed</li> <li>ii. % improvement of cleanliness in 5 centres</li> <li>iii. Level of compliance to environmental policy, EMA, guidelines and environment quality standards</li> </ul> |
|                                                             |                                  | Cleanliness in 5 centres improved from 40% to 60% by June 2026         |                                                                                                                    |                                                                                                                                                                                                                                                                  |
|                                                             |                                  | Management of dumpsites improved from 0% to 40% by June 2026           |                                                                                                                    |                                                                                                                                                                                                                                                                  |

| Objectives | Service outputs                 | Targets                                                                                                  | Strategies | Key performance indicators |
|------------|---------------------------------|----------------------------------------------------------------------------------------------------------|------------|----------------------------|
|            |                                 | Management of solid wastes in 21 wards facilitated by 50% by 2026.                                       |            |                            |
|            |                                 | Timely preparation of periodic reports on state of the environment improved from 50% to 80% by June 2026 |            |                            |
|            |                                 | Enforcement of Environmental laws and its regulations improved from 50% to 70% by June 2026              |            |                            |
|            |                                 | Cesspit emptying service improved from 20% to 80% by June 2026                                           |            |                            |
|            | Cemeteries management improved. | Management of cemeteries improved from 20% to 50% by June 2026                                           |            |                            |

#### 6.1.14 Strategic Service Area 14: Sports, Culture and Arts Unit

This service area will utilize the following strategic objective in contribution to the achievements of the council's five-year strategic plan C: Access to Quality and Equitable Social Services Delivery Improved.

##### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

| Objectives                                                           | Service Outputs                                   | Targets                                                                                      | Strategies                                                 | Key performance Indicators                                               |
|----------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------|
| C: Access to Quality and Equitable Social Services Delivery Improved | Sport, Culture and Arts in the Community promoted | Sports, Culture and Arts in 21 wards Promoted by June 2026                                   | Promote sports at all levels including traditional sports; | i. Number of sports competitions/tournaments organized and participated. |
|                                                                      |                                                   | Areas earmarked for culture, arts, sports and leisure activities protected 100% by June 2026 |                                                            | ii. Number of registered cultures, arts and sports groups                |

|  |                                                                                                            |                                                                                                                    |
|--|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|  | Community sports facilities, art centers, and cultural spaces established and maintained 100% by June 2026 | iii. Status of protected areas for culture, arts, sports and leisure activities<br>iv. Quality of sport facilities |
|--|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|

### 6.1.15 Strategic Service Area 15: Procurement Management Unit

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective E Good Governance and Administrative Services Enhanced.

#### Service Outputs, Key Targets, Strategies and Performance Indicators

| Objectives                                              | Service Outputs                            | Targets                                                                                                                     | Strategies                                                    | Key performance Indicators                                                                                                                                                                       |
|---------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E: Good Governance and administrative Services Enhanced | Transparence and Accountability maintained | Procurement Plan prepared and implemented at least by 90% annually                                                          | Enforce compliance to the Procurement Act and its Regulations | <ul style="list-style-type: none"> <li>i. PPRA Audit rating.</li> <li>ii. Number of regulatory bodies and associations involved.</li> <li>iii. Number of processes automated annually</li> </ul> |
|                                                         |                                            | At least 100% of Annual Procurement Plan (APP) implemented annually                                                         |                                                               |                                                                                                                                                                                                  |
|                                                         |                                            | At least four (4) procurement reports prepared and submitted to PPRA periodically                                           |                                                               |                                                                                                                                                                                                  |
|                                                         |                                            | Procurements of goods, services and works management to 9 divisions, 11 units, 21 Ward and 84 villages facilitated annually |                                                               |                                                                                                                                                                                                  |
|                                                         |                                            | Compliance level of Public Procurement Act and its Regulations improved from 74% to 97% by June 2026                        |                                                               |                                                                                                                                                                                                  |



### 6.1.16 Strategic Service Area 16: Internal Audit Unit

This service area will utilize the following strategic objectives in contribution to the achievements of the council's five years strategic plan: E: Good Governance and Administrative Services Enhanced.

#### Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators

| Objectives                                              | Service Outputs                                 | Targets                                                                                                                                                                                                                      | Strategies                                                                                                                              | Key Performance Indicators                                         |
|---------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| E: Good Governance and administrative Services Enhanced | Assurance of Internal Controls Systems Enhanced | Council's 84 Villages, 102 Primary schools, 32 Secondary schools 4 Health facilities, 36 dispensaries, Development projects, 1 District Hospital 16 Youth, Women people with disability economic Groups audited by June 2026 | i. Improve internal control systems<br>ii. Enforce Comprehensive Audit Schedule<br>iii. Comply with Quality Management Standards (QMS). | i. Number of Council's interventions audited<br>ii. Audit opinions |
|                                                         |                                                 | Risk Based Audit plan prepared and executed quarterly by June 2026.                                                                                                                                                          |                                                                                                                                         |                                                                    |
|                                                         |                                                 | Council Audit Report prepared quarterly by June 2026                                                                                                                                                                         |                                                                                                                                         |                                                                    |
|                                                         |                                                 | Value for Money to Development projects achieved by 100% by June 2026                                                                                                                                                        |                                                                                                                                         |                                                                    |
|                                                         |                                                 | CAG general recommendations implemented 100% by June 2026.                                                                                                                                                                   |                                                                                                                                         |                                                                    |

### 6.1.17 Strategic Service Area 17: Government Communication Unit

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic; E: Good Governance and Administrative Services Enhanced.

#### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

| Objective                                               | Service Output                                            | Target                                                                                                                                                                                                  | Strategies                                                                                           | Key Performance Indicator                                                                                           |
|---------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| E: Good Governance and Administrative Services Enhanced | Government communication protocols enhanced and sustained | Government Communication Protocols in Council's 9 Divisions and 11 Units Enhanced 100% by June 2026                                                                                                     | Strengthen communication strategy intended to inform and engage both public and private stakeholders | i. Number of press conferences on matters relating to implementation of government policies, programs and projects. |
|                                                         |                                                           | Government communication protocols in 21 wards and 84 villages enhanced at least by 50% by June 2026                                                                                                    |                                                                                                      | ii. Number of communication initiatives and outreach activities                                                     |
|                                                         |                                                           | Multi-channel communication strategy that includes social media, community meetings, newsletters, and official websites to reach diverse audiences effectively implemented at least by 90% by June 2026 |                                                                                                      | iii. % increase in public awareness regarding council services and initiatives                                      |
|                                                         |                                                           | Council website updated 100% and operationalized annually effectively annually                                                                                                                          |                                                                                                      | iv. % of updated information                                                                                        |
|                                                         |                                                           | Public awareness of government services and initiatives increased by 60% by June 2026                                                                                                                   |                                                                                                      | v. Number of visitors to the council's website                                                                      |

### 6.1.18 Strategic Service Area 18: Information Communication Technology Unit

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan B: National Anti- Corruption Implementation Strategy Enhanced and Sustained, C: Access to Quality and Equitable Social Services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased, E: Good Governance and Administrative Services Enhanced and I: Emergence and Disaster Management Enhanced

#### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

| Objective                                                                        | service output                                 | Target                                                                                                                 | Strategies                                                                                  | key performance indicator                                                                                                                                    |
|----------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E: Good Governance and Administrative Services Enhanced,                         | Data dissemination to different users enhanced | Local Area Network (LAN) at Health Facilities buildings, SDC offices built and maintained at least by 90% by June 2026 | Develop and implement a comprehensive plan for the LAN                                      | i. % of local Area Network infrastructure built and maintained<br>ii. Status of Fiber data connection in place at SDC HQ                                     |
|                                                                                  |                                                | Council's fiber link built and maintained by 100% annually                                                             |                                                                                             |                                                                                                                                                              |
|                                                                                  | Access of multimedia systems improved          | Adequate internet bandwidth to meet Council needs provided and maintained at least by 100% by June 2026.               | i. Upgrade existing networking infrastructure<br>ii. Enhance installation and Configuration | i. % of available bandwidth utilized<br>ii. % of video conferencing systems and electronic notice boards successfully installed and operational by June 2026 |
|                                                                                  |                                                | Communication facilities - Video Conference System and Electronic Notice boards installed by at least 90% by June 2026 |                                                                                             |                                                                                                                                                              |
| D: Quantity and Quality of Social Economic Services and Infrastructure Increased | ICT infrastructure Improved                    | IT efficient systems to support ease of doing business facilitated by 100% by June 2026                                | i. Design user-friendly interfaces for all IT systems to enhance user experience and        | i. % of businesses using IT systems compared to the total number of registered businesses in the area<br>ii. % of use of VOIP system                         |
|                                                                                  |                                                | Telephone system that embraces VOIP technology upgraded by 100% annually                                               |                                                                                             |                                                                                                                                                              |

| Objective                                     | service output                                                  | Target                                                                                                                                                                                                                                                                                                                                                                                   | Strategies                                                                                                                                                    | key performance indicator                                                                                                                                                                                                         |
|-----------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                               |                                                                 |                                                                                                                                                                                                                                                                                                                                                                                          | <p>accessibility for business users</p> <p>ii. Upgrade necessary infrastructure (network bandwidth, routers, etc.) to support VOIP technology effectively</p> |                                                                                                                                                                                                                                   |
| I: Emergence and Disaster Management Enhanced | Management of emergency and disaster at all levels strengthened | <p>Policy and standards on ICT developed and implemented at least by 100% by June 2026</p> <p>ICT data recovery and backups Facilities; genuine anti-virus programs; and drivers Operating systems procured and installed at least by 90% by June 2026</p> <p>CCTV Surveillance System and Biometric Access Control Systems Applications procured and installed by 100% by June 2026</p> | Enhance ICT Business Continuity Plan                                                                                                                          | <p>i. % of data recovery solutions</p> <p>ii. % of staff trained on data management and security practices.</p> <p>iii. % of CCTV and biometric systems installed</p> <p>iv. % of critical areas covered by CCTV surveillance</p> |

### Strategic Service Area 19: Monitoring and Evaluation Unit

This service area will utilize the following strategic objectives in contribution to the achievements of the council five-year strategic plan E: Good Governance and Administrative Services Enhanced

| Objectives                                              | Service Outputs                                   | Targets                                                                                                           | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                    | Key performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E: Good Governance and Administrative Services Enhanced | Monitoring and evaluation activities strengthened | Project monitoring units improved from 50% to 80% by June 2026                                                    | <ul style="list-style-type: none"> <li>i. Develop a robust data collection framework that includes qualitative and quantitative methods.</li> <li>ii. Utilize technology for real-time data collection and analysis.</li> <li>iii. Implement a system for regular performance reviews to assess progress against targets.</li> <li>iv. Use findings from evaluations to adapt and improve programs and strategies.</li> </ul> | <ul style="list-style-type: none"> <li>i. Number of projects and initiatives monitored and evaluated</li> <li>ii. % of data entries that meet quality standards.</li> <li>iii. Number of stakeholders involved in M&amp;E activities.</li> <li>iv. Feedback scores from stakeholders regarding M&amp;E processes.</li> <li>v. % of reports submitted on time.</li> <li>vi. Number of recommendations implemented based on M&amp;E findings.</li> <li>vii. Number of reports generated through automated systems.</li> </ul> |
|                                                         |                                                   | Social and economic data for the council established and maintained from 0% to 50% by June 2026                   |                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                         |                                                   | Stakeholder participation in M&E activities increased by at least 30% by June 2026                                |                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                         |                                                   | At least 95% of council implementation and performance reports submitted on time and as per the agreed schedule.  |                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                         |                                                   | Project management software to keep track of reporting deadlines and responsibilities implemented by June 2026    |                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                         |                                                   | ICT solutions that validate data entries in real-time to maintain accuracy developed and implemented by June 2026 |                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

### 6.1.20 Strategic Service Area 20: Election Operations Unit

This service area will utilize the following strategic objectives in contribution to the achievements of the council five-year strategic plan E: Good Governance and Administrative Services Enhanced

| Objectives                                              | Service Outputs                                     | Targets                                                                                                        | Strategies                                                                                                                                                     | Key performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E: Good Governance and Administrative Services Enhanced | Community participation in decision making enhanced | Local Government election in all 59 villages and all helmets (vitongoji) successful conducted by November 2024 | <ul style="list-style-type: none"> <li>i. Strengthen good governance and accountability</li> <li>ii. Enhance the Council decision making frameworks</li> </ul> | <ul style="list-style-type: none"> <li>i. % of eligible voters registered</li> <li>ii. % of villages successfully conduct elections by November 2024.</li> <li>iii. % of voters' turnout in local government elections.</li> <li>iv. % of registered youth, women and special group voters compared to the total eligible population.</li> <li>v. % of compliance with electoral regulations and guidelines</li> <li>vi. Number of election awareness programmes conducted</li> </ul> |

## 6.2 Annex 2: Monitoring Plan

The Monitoring Plan consists of indicators, baseline, indicator target values, data collection and methods of analysis, indicator reporting frequencies and the officers who will be responsible for data collection, analysis and reporting. Though outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis.

### Monitoring and Plan

| Monitoring and Plan                                            |                                                                                                                                                                                                                           |          |       |                        |                   |                   |                   |                   |                                                       |                           |             |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------------------------------|---------------------------|-------------|
| SN                                                             | Key Performance Indicator                                                                                                                                                                                                 | Baseline |       | Indicator Target Value |                   |                   |                   |                   | Data Collection and Reporting                         |                           |             |
|                                                                |                                                                                                                                                                                                                           | Date     | Value | Year 1<br>2021/22      | Year 2<br>2022/23 | Year 3<br>2023/24 | Year 4<br>2024/25 | Year 5<br>2025/26 | Means of<br>Verification                              | Frequency<br>of reporting | Responsible |
| Objective A: Services Improved and HIV/AIDS Infections Reduced |                                                                                                                                                                                                                           |          |       |                        |                   |                   |                   |                   |                                                       |                           |             |
| 1                                                              | % of staff who have undertaken HIV/AIDS and non-communicable diseases voluntary tests.<br><br><i>This indicator intends to measure effectiveness of awareness programmes conducted to staff on HIV/ AIDS &amp; NCDs.</i>  | 2021     | NA    | 45%                    | 60%               | 65%               | 70%               | 80%               | Human Resources management and administration Reports | Quarterly                 | DAHRMO      |
| 2                                                              | % of staff covered by HIV/AIDS and NCDs awareness and prevention Programmes<br><br><i>This indicator intends to measure the number of staff involved in various prevention programmes in relation to the total number</i> | 2021     |       | 47%                    | 62%               | 67%               | 85%               | 95%               | Human Resources management and administration Reports | Quarterly                 | DAHRMO      |

|   |                                                                                                                                                                                                                                                                                     |      |      |      |      |      |      |     |        |          |         |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|-----|--------|----------|---------|
|   | of staff.                                                                                                                                                                                                                                                                           |      |      |      |      |      |      |     |        |          |         |
| 3 | <p>% of decrease in HIV Prevalence rate.</p> <p><i>This indicator measures the effectiveness of SDC initiatives and interventions aimed at reducing the spread of the virus.</i></p>                                                                                                | 2021 | 5.3% | 4.4% | 3.5% | 2.3% | 1.2% | 1%  | DHIS 2 | Annually | DHSWNSO |
| 4 | <p>% of community members who have undertaken HIV/AIDS voluntary tests.</p> <p><i>This indicator intends to measure the level of awareness and proactive engagement in HIV/AIDS prevention and health-seeking behaviors within the SDC community.</i></p>                           | 2021 | 70%  | 80%  | 85%  | 90%  | 93%  | 95% | DHIS 2 | Annually | DHSWNSO |
| 5 | <p>% of community members covered by HIV/AIDS awareness and prevention programmes.</p> <p><i>This indicator intends to measure the reach and effectiveness of educational initiatives aimed at reducing HIV transmission and promoting safe practices within the community.</i></p> | 2021 | 70%  | 83%  | 88%  | 92%  | 94%  | 95% | DHIS 2 | Annually | DHSWNSO |
| 6 | <p>% of infected persons receive care and support services for</p>                                                                                                                                                                                                                  | 2021 | 70%  | 80%  | 90%  | 92%  | 93%  | 95% | DHIS 2 | Annually | DHSWNSO |



|   |                                                                                                                                                                                                                                                                                               |      |    |     |     |     |     |     |                      |          |         |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----|-----|-----|-----|-----|-----|----------------------|----------|---------|
|   | <p>HIV/AIDS.</p> <p><i>This indicator intends to measure the accessibility and effectiveness of healthcare systems in providing necessary treatments and support for infected persons.</i></p>                                                                                                |      |    |     |     |     |     |     |                      |          |         |
| 7 | <p>% of community members who have undertaken TB voluntary tests.</p> <p><i>This indicator intends to measure the percentage of community members who have undertaken voluntary tuberculosis (TB) tests, reflecting the community's engagement in TB screening and awareness efforts.</i></p> | 2021 | 30 | 34% | 47% | 53% | 65% | 67% | Community Test Books | Annually | DHSWNSO |
| 8 | <p>% of community members who have reached with awareness programs on HIV/AIDS and TB infection and prevention.</p> <p><i>This indicator intends to measure the effectiveness of outreach efforts in educating the community about HIV/AIDS and TB infection and prevention.</i></p>          | 2021 |    | 40% | 45% | 50% | 60% | 75% | Quarter report       |          | DCDO    |

|    |                                                                                                                                                                                                                                                                                                                                     |      |     |     |     |     |     |     |                |         |      |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|----------------|---------|------|
| 9  | % of community members with accurate HIV prevention knowledge.<br><br><i>This indicator intends to measure the level of accurate knowledge regarding HIV prevention among community members.</i>                                                                                                                                    | 2021 |     | 40% | 47% | 52% | 65% | 70% | Quarter report |         | DCDO |
| 10 | % of adolescent and young people with accurate HIV prevention and SRH knowledge.<br><br><i>This indicator intends to measure the extent of accurate knowledge about HIV prevention and sexual and reproductive health (SRH) among adolescents and young people.</i>                                                                 | 2021 | 20% | 40% | 45% | 55% | 60% | 70% | Quarter report | Quarter | DCDO |
| 11 | Number of schools in the 21 wards implementing education programmes on HIV prevention and sexual reproductive health.<br><br><i>This indicator intends to measure the total number of schools across the 21 wards that are actively implementing educational programs focused on HIV prevention and sexual reproductive health.</i> | 2021 | 118 | 118 | 118 | 120 | 125 | 125 | Quarter report | Quarter | DCDO |

|                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |    |    |    |    |    |    |                                                                         |           |        |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----|----|----|----|----|----|-------------------------------------------------------------------------|-----------|--------|
| 12                                                                                    | <p>Number of PLHIV groups supported.</p> <p><i>This indicator intends to measure the level of support provided to groups of people living with HIV (PLHIV) in terms of resources, activities, or services.</i></p>                                                                                                                                                                                                                                | 2021 | 15 | 15 | 15 | 15 | 15 | 30 | REPORT                                                                  | Quarter   | DCDO   |
| 13                                                                                    | <p>Number of staff sensitized on health fitness and control of drug/substance abuse.</p> <p><i>This indicator intends to measure the total number of staff who have undergone training or awareness programs related to health fitness and the prevention and control of drug and substance abuse, reflecting the SDC's commitment to promoting healthier lifestyles and reducing substance-related issues among staff and the community.</i></p> | 2021 | 6  | 12 | 20 | 25 | 30 | 35 | Human Resources management and administration reports                   | Quarterly | DAHRMO |
| Objective B: National Anti-Corruption Implementation Strategy Enhanced and Sustained. |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |    |    |    |    |    |    |                                                                         |           |        |
| 14                                                                                    | <p>Number of seminars and programmes on corruption and good governance conducted to SDC staff and Community.</p> <p><i>This indicator measure</i></p>                                                                                                                                                                                                                                                                                             | 2021 | 4  | 4  | 4  | 4  | 4  | 4  | Integrity/Discipline Committee report<br>Human Resources management and | Quarterly | DAHRMO |

|                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                     |      |     |       |       |       |      |      |                                                                                 |          |       |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-------|-------|-------|------|------|---------------------------------------------------------------------------------|----------|-------|
|                                                                                | Number of anti-corruption programmed to SDC employees who have received training on relevant topics related to anti-corruption implementation strategies                                                                                                                                                                                                                                            |      |     |       |       |       |      |      | administration reports                                                          |          |       |
| Objective C: Access to Quality and Equitable Social Services Delivery Improved |                                                                                                                                                                                                                                                                                                                                                                                                     |      |     |       |       |       |      |      |                                                                                 |          |       |
| 15                                                                             | <p>% of eligible children enrolled in early learning programs annually.</p> <p><i>This indicator intends to measure the percentage of eligible children who are enrolled in early learning programs on an annual basis, evaluating the accessibility and effectiveness of SDC on educational initiatives aimed at promoting early childhood development and readiness for future schooling.</i></p> | 2021 | 19% | 34.2% | 49.4% | 79.8% | 100% | 100% | Basic Education Management Information System and National Bureau of Statistics | Annually | DPPEO |
| 16                                                                             | <p>Enrollment percentages among marginalized groups and children with disabilities.</p> <p><i>This indicator aims to measure the enrollment percentages of marginalized groups and children with disabilities in educational programs, assessing the</i></p>                                                                                                                                        | 2021 | 8%  | 21%   | 34%   | 47%   | 60%  | 73%  | Basic Education Management Information System and National Bureau of Statistics | Annually | DPPEO |

|    |                                                                                                                                                                                                                                                                                                                                                                                                   |      |     |       |       |       |      |      |                                                                                 |          |       |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-------|-------|-------|------|------|---------------------------------------------------------------------------------|----------|-------|
|    | <i>inclusivity and effectiveness of educational policies and SDC's interventions in ensuring equitable access to learning opportunities for these underserved populations.</i>                                                                                                                                                                                                                    |      |     |       |       |       |      |      |                                                                                 |          |       |
| 17 | <p>% increase in the number of children enrolled in primary schools annually.</p> <p><i>This indicator intends to measure the percentage increase in the number of children enrolled in primary schools each year, reflecting the effectiveness of SDC on educational policies and initiatives aimed at improving access to primary education and reducing barriers to school enrollment.</i></p> | 2021 | 21% | 33.6% | 46.2% | 78.8% | 100% | 100% | Basic education Management Information System and National Bureau of Statistics | Annually | DPPEO |
| 18 | <p>Number of children enrolled compared to the total eligible population.</p> <p><i>This indicator aims to measure the number of children enrolled in educational programs relative to the total eligible population, providing insights into enrollment rates and highlighting gaps in access to education among children who qualify for schooling.</i></p>                                     | 2021 | 20% | 33.2% | 66.4% | 79.6% | 95%  | 100% | Basic education Management Information System and National Bureau of Statistics | Annually | DPPEO |

|    |                                                                                                                                                                                                                                                                            |      |       |       |       |       |     |      |                                                                                 |          |       |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------|-------|-------|-------|-----|------|---------------------------------------------------------------------------------|----------|-------|
| 19 | <p>Net Enrolment Ratio (% of Eligible)</p> <p><i>This indicator measures the effectiveness of SDC in ensuring that children who meet age or grade criteria are attending school, thus indicating overall access to education.</i></p>                                      | 2021 | 20%   | 33.2% | 46.2% | 59.6% | 95% | 100% | Basic education Management Information System and National Bureau of Statistics | Annually | DPPEO |
| 20 | <p>% decrease of students who drop out of primary school each year.</p> <p><i>This indicator aims to measure the effectiveness of retention strategies and educational reforms designed to improve student engagement and reduce barriers to continued attendance.</i></p> | 2021 | 6%    | 5%    | 4%    | 3%    | 2%  | 1%   | DPPE Examination Reports                                                        | Annually | DPPEO |
| 21 | <p>% of retention rate of students in primary schools.</p> <p><i>This indicator measures the effectiveness of educational practices and support systems in maintaining student engagement and minimizing dropout rates.</i></p>                                            | 2021 | 88%   | 90%   | 92%   | 94%   | 96% | 98%  | DPPE Examination Reports                                                        | Annually | DPPEO |
| 22 | <p>% of cohort passing the examination (PSLE).</p> <p><i>This indicator measures the percentage of students from</i></p>                                                                                                                                                   | 2021 | 29.7% | 34%   | 46%   | 56%   | 67% | 82%  | Primary education report                                                        | Annually | DPPEO |

|    |                                                                                                                                                                                                                                                                                                                                                                                      |      |        |        |        |        |        |        |                          |          |       |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------|--------|--------|--------|--------|--------|--------------------------|----------|-------|
|    | <i>a specific cohort who pass the Primary School Leaving Examination (PSLE), reflecting the overall effectiveness of the primary education system in preparing students for further education and assessing academic achievement at the end of their primary schooling.</i>                                                                                                          |      |        |        |        |        |        |        |                          |          |       |
| 23 | <p>% increase in pass rates for STD IV by 100% annually.</p> <p><i>This indicator aims to measure the percentage increase in pass rates for Standard IV students, targeting a 100% annual improvement, reflecting the effectiveness of educational interventions and initiatives aiming at enhancing student learning outcomes and academic performance in that grade level.</i></p> | 2021 | 89%    | 91.2%  | 93.4%  | 95.6%  | 97.8%  | 100%   | DPPE Examination Reports | Annually | DPPEO |
| 24 | <p>Average scores of students in standardized assessments or internal and MOCK exams for both STD VII and STD IV.</p> <p><i>This indicator measures the average scores of students in standardized assessments, internal evaluations, and mock</i></p>                                                                                                                               | 2021 | 127.14 | 132.96 | 137.77 | 142.59 | 147.40 | 153.22 | DPPE Examination Reports | Annually | DPPEO |

|    |                                                                                                                                                                                                                                                                                                                                                                                     |      |     |       |       |       |       |      |                          |          |       |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-------|-------|-------|-------|------|--------------------------|----------|-------|
|    | <i>exams for both Standard IV and Standard VII, providing insights into the overall academic performance and learning progress of students at these critical educational stages</i>                                                                                                                                                                                                 |      |     |       |       |       |       |      |                          |          |       |
| 25 | <p>Average attendance rate of Standard Seven pupils throughout the academic Year.</p> <p><i>This indicator measures the average attendance rate of Standard Seven pupils throughout the academic year, reflecting student engagement, school accessibility, and the effectiveness of attendance policies in encouraging consistent participation in educational activities.</i></p> | 2021 | 94% | 95.2% | 96.4% | 97.6% | 98.8% | 100% | DPPEO REPORT             | Annually | DPPEO |
| 26 | <p>% of Standard Seven pupils completing their studies each year.</p> <p><i>This indicator measures the percentage of Standard Seven pupils who successfully complete their studies each year, indicating the effectiveness of SDC educational programs, retention strategies, and the overall academic</i></p>                                                                     | 2021 | 98% | 98.4% | 98.8% | 99.2% | 99.6% | 100% | DPPE Examination Reports | Annually | DPPEO |



|    |                                                                                                                                                                                                                                                                                                                         |      |     |       |       |       |       |      |              |          |       |
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|    | <i>progression of students at this grade level.</i>                                                                                                                                                                                                                                                                     |      |     |       |       |       |       |      |              |          |       |
| 27 | <p>Transition rate from standard seven to form one.</p> <p><i>This indicator measures the transition rate from Standard Seven to Form One, reflecting the percentage of students who successfully move on to the next level of education</i></p>                                                                        | 2021 | 80% | 84%   | 88%   | 92%   | 96%   | 100% | DPPEO Report | Annually | DPPEO |
| 28 | <p>% of Net Enrolment Ratio in lower secondary schools (% of Eligible)</p> <p><i>This indicator intends to measure the extent to which the school system effectively enrolls students who meet the age and educational criteria, highlighting issues of accessibility and participation in secondary education.</i></p> | 2021 | 80% | 83.6% | 87.2% | 90.8% | 94.4% | 98%  | DSEO Report  | Annually | DSEO  |
| 29 | <p>Net Enrolment Ratio for higher secondary school (% of Eligible).</p> <p><i>This indicator measures the percentage of eligible students who are enrolled in higher secondary education, assessing the accessibility and inclusiveness of the</i></p>                                                                  | 2021 | 90% | 95%   | 98%   | 100%  | 100%  | 100% | DSEO Report  | Annually | DSEO  |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                |      |     |     |     |     |     |     |             |          |      |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|-------------|----------|------|
|    | <i>educational system for adolescents at this critical stage of academic development.</i>                                                                                                                                                                                                                                                                                                                      |      |     |     |     |     |     |     |             |          |      |
| 30 | <p>% Improve examination pass rate of sec. schools in Mathematics.</p> <p><i>This indicator intends to measure the percentage improvement in the examination pass rate of secondary schools in Mathematics, highlighting the effectiveness of teaching methods, curriculum enhancements, and student support initiatives aimed at boosting mathematical competencies and overall academic performance.</i></p> | 2021 | 25% | 27% | 29% | 31% | 33% | 35% | DSEO Report | Annually | DSEO |
| 31 | <p>% Improve examination pass rate of secondary education in science subjects.</p> <p><i>This indicator measures the percentage improvement in the pass rate for secondary science subjects, reflecting the effectiveness of teaching strategies, curriculum development, and resource allocation in enhancing student performance.</i></p>                                                                    | 2021 | 50% | 53% | 56% | 59% | 62% | 65% | DSEO Report | Annually | DSEO |
| 32 | % of students passing form IV examination.                                                                                                                                                                                                                                                                                                                                                                     | 2021 | 89% | 91% | 93% | 95% | 98% | 95% | DSEO Report | Annually | DSEO |

|    |                                                                                                                                                                                                                                                                           |      |      |      |      |      |      |      |             |          |      |
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|    | <i>This indicator measures the percentage of students who pass the Form IV examination, serving as a key metric for evaluating academic performance, educational quality, and the effectiveness of teaching and support systems at this level of secondary education.</i> |      |      |      |      |      |      |      |             |          |      |
| 33 | <p>% of students passing form VI examination.</p> <p><i>This indicator measures the percentage of students passing the Form VI examination, reflecting their academic achievement and readiness for higher education or vocational paths.</i></p>                         | 2021 | 100% | 100% | 100% | 100% | 100% | 100% | DSEO Report | Annually | DSEO |
| 34 | <p>% of transition rate from form four to form five.</p> <p><i>This indicator measures the percentage of students transitioning from Form Four to Form Five, providing insights into student retention and progression within the secondary education system</i></p>      | 2021 | 33%  | 35%  | 37%  | 39%  | 41%  | 45%  | DSEO Report | Annually | DSEO |
| 35 | % completion of girls' students and students with                                                                                                                                                                                                                         | 2021 | 85%  | 88%  | 91%  | 94%  | 97%  | 100% | DSEO Report | Annually | DSEO |

|    |                                                                                                                                                                                                                                                                                                                                                  |      |       |       |     |       |     |      |                |          |         |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------|-------|-----|-------|-----|------|----------------|----------|---------|
|    | <p>special needs in all levels of secondary education.</p> <p><i>This indicator measures the percentage of female students and students with special needs who complete all levels of secondary education, highlighting issues of equity, accessibility, and the effectiveness of support systems aimed at promoting inclusive education</i></p> |      |       |       |     |       |     |      |                |          |         |
| 36 | <p>% of improve in supply chain of medicine and medical equipment.</p> <p><i>This indicator measures the percentage improvement in the supply chain for medicine and medical equipment, reflecting enhancements in procurement and distribution efficiency for better healthcare services.</i></p>                                               | 2021 | 95.2% | 95.5% | 96% | 96.5% | 97% | 100% | Impact Reports | Annually | DHSWNSO |
| 37 | <p>% decrease of Infant Mortality Rate per 1,000 births.</p> <p><i>This indicator measures the percentage decrease in the Infant Mortality Rate per 1,000 live births, reflecting improvements in healthcare</i></p>                                                                                                                             | 2021 | 40%   | 39%   | 35% | 32%   | 30% | 20%  | DHIS 2         | Annually | DHSWNSO |

|    |                                                                                                                                                                                                                                                                                                                                                 |      |       |        |     |       |       |     |        |          |         |
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|    | access, maternal health, and overall child well-being                                                                                                                                                                                                                                                                                           |      |       |        |     |       |       |     |        |          |         |
| 38 | <p>% decrease of under-five Mortality Rate per 1,000 births.</p> <p><i>This indicator measures the percentage decrease in the under-five mortality rate per 1,000 live births, indicating progress in child health, nutrition, and access to healthcare services that contribute to reducing deaths among children under five years old</i></p> | 2021 | 42    | 40     | 37  | 34    | 32    | 20  | DHIS 2 | Annually | DHSWNSO |
| 39 | <p>% increase of births attended by a skilled health worker (85).</p> <p><i>This indicator measures the percentage increase in births attended by a skilled health worker, highlighting improvements in maternal healthcare access and the quality of childbirth services.</i></p>                                                              | 2021 | 66.4% | 70.12% | 74% | 77.6% | 81.3% | 85% | DHIS 2 | Annually | DHSWNSO |
| 40 | <p>% Decrease of Maternal Mortality Rate per 100,000.</p> <p><i>This indicator measures the percentage decrease in the maternal mortality rate per 100,000 live births, reflecting advancements of SDC in maternal healthcare, safe</i></p>                                                                                                     | 2021 | 180   | 150    | 120 | 80    | 60    | 35  | DHIS 2 | Annually | DHSWNSO |

|    |                                                                                                                                                                                                                                                                                                                                                                        |      |      |      |      |      |      |      |        |          |         |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|--------|----------|---------|
|    | childbirth practices, and overall health system effectiveness in preventing deaths related to pregnancy and childbirth.                                                                                                                                                                                                                                                |      |      |      |      |      |      |      |        |          |         |
| 41 | <p>% of women receiving prenatal and postnatal care.</p> <p><i>This indicator measures the percentage of women receiving prenatal and postnatal care, indicating the ability of SDC to enhance accessibility and quality of maternal health services aimed at ensuring the health and well-being of both mothers and their infants during and after pregnancy.</i></p> | 2021 | 70%  | 80%  | 85%  | 95%  | 100% | 100% | DHIS 2 | Annually | DHSWNSO |
| 42 | <p>% of reduced of Malaria prevalence.</p> <p><i>This indicator measures the percentage reduction in malaria prevalence, reflecting the effectiveness of public health interventions, such as insecticide-treated bed nets, antimalarial medications, and awareness campaigns, aimed at decreasing the incidence and transmission of malaria</i></p>                   | 2021 | 4.3% | 4.0% | 3.4% | 3.2% | 2%   | 1.2% | DHIS 2 | Annually | DHSWNSO |

|    |                                                                                                                                                                                                                                                                                                                  |      |       |       |       |       |       |     |        |          |         |
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| 43 | <p>% increase in the number of children under five who receive ACTs within 24 hours of developing fever</p> <p><i>This indicator measures the percentage increase in children under five receiving ACTs within 24 hours of fever onset, reflecting improvements in timely malaria treatment.</i></p>             | 2021 | 14%   | 22.6% | 31.8% | 61.8% | 80.8% | 90% | DHIS 2 | Annually | DHSWNSO |
| 44 | <p>% increase of households owning at least one treated mosquito net.</p> <p><i>This indicator intends to measure access to preventive measures against malaria and improved public health efforts in combating mosquito-borne diseases.</i></p>                                                                 | 2021 | 70%   | 76%   | 80%   | 84%   | 88%   | 90% | DHIS 2 | Annually | DHSWNSO |
| 45 | <p>% increase of pregnant women and children under 5 sleeping under treated mosquito nets.</p> <p><i>This indicator intends to measure effectiveness of malaria prevention programs in protecting pregnant women and children under 5 from mosquito bites and reducing the risk of malaria transmission.</i></p> | 2021 | 47.9% | 55.9% | 63.9% | 71.9% | 75%   | 80% | DHIS 2 | Annually | DHSWNSO |

|    |                                                                                                                                                                                                                                                                                                                    |      |       |        |        |        |        |        |                        |          |         |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------|--------|--------|--------|--------|--------|------------------------|----------|---------|
| 46 | <p>% of elderly and vulnerable groups who have access to health and social welfare services.</p> <p><i>This indicator intends to measure the inclusivity and effectiveness of community support systems in addressing the specific needs of these populations for improved well-being and quality of life.</i></p> | 2021 | 55%   | 60%    | 65%    | 70%    | 80%    | 100%   | Social Welfare Reports | Annually | DHSWNSO |
| 47 | <p>% decrease of zoonotic infectious diseases and antimicrobial resistance.</p> <p><i>This indicator intends to measure the effectiveness of public health strategies in reducing the transmission of diseases from animals to humans and combating the rise of drug-resistant infections.</i></p>                 | 2021 | 0.03% | 0.025% | 0.023% | 0.022% | 0.016% | 0.013% | DHIS 2                 | Annually | DHSWNSO |
| 48 | <p>% of reduction prevalence of oral diseases among OPD.</p> <p><i>This indicator intends to measure improvements in dental health interventions and access to preventive care aimed at lowering the incidence of oral health issues in the community.</i></p>                                                     | 2021 | 0.6%  | 0.6%   | 0.5%   | 0.4%   | 0.44%  | 0.3%   | DHIS 2                 | Annually | DHSWNSO |



|    |                                                                                                                                                                                                                                                                                                                                                                                                              |      |     |       |       |       |       |      |                               |          |         |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-------|-------|-------|-------|------|-------------------------------|----------|---------|
| 49 | <p>% decrease of Schistosomes and Soil-Transmitted Helminths for preschool children, school-aged children, and women of child-bearing age, including adolescent girls.</p> <p><i>This indicator intends to measure effectiveness of deworming programs and health interventions in reducing parasitic infections that can affect growth, development, and overall health in these vulnerable groups.</i></p> | 2021 | 80% | 66.6% | 50%   | 43.4% | 37%   | 20%  | DHIS 2                        | Annually | DHSWNSO |
| 50 | <p>Amount of blood units collected (Number of bottles).</p> <p><i>This indicator intends to measure the SDC's capacity and efficiency of blood donation campaigns and services, which is crucial for ensuring a sufficient supply of blood for medical treatments and emergencies.</i></p>                                                                                                                   | 2021 | 849 | 964   | 986   | 1581  | 1602  | 1692 | Safe blood collection reports | Annually | DHSWNSO |
| 51 | <p>% of safe blood collected.</p> <p><i>This indicator measures the percentage of blood collected that meets safety standards, reflecting the</i></p>                                                                                                                                                                                                                                                        | 2021 | 98% | 98.7% | 98.8% | 99%   | 99.5% | 100% | Safe blood reports            | Annually | DHSWNSO |

|    |                                                                                                                                                                                                                                                                                                                                      |      |     |      |      |      |      |      |                                             |           |       |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|------|------|------|------|------|---------------------------------------------|-----------|-------|
|    | effectiveness of screening processes and protocols in ensuring that donated blood is free from infectious diseases and suitable for transfusion, thereby protecting patients' health.                                                                                                                                                |      |     |      |      |      |      |      |                                             |           |       |
| 52 | <p>Number of cooperative societies registered.</p> <p><i>This indicator measures the total number of cooperative societies registered, indicating the growth and development of community-based organizations that promote collective economic activities, social welfare, and empowerment among members in a given region.</i></p>  | 2021 | 16  | 25   | 35   | 45   | 55   | 60   | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 53 | <p>Increase in number of members in Cooperatives Societies.</p> <p><i>This indicator measures the increase in the number of members in cooperative societies, indicating the effectiveness of outreach efforts and the attractiveness of cooperative benefits, that enhance community engagement and economic participation.</i></p> | 2021 | 980 | 1200 | 1400 | 1800 | 2000 | 2500 | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |

|    |                                                                                                                                                                                                                                                                                                                                                 |      |    |    |    |    |    |    |                                             |           |       |
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| 54 | <p>Number of cooperatives societies facilitated.</p> <p><i>This indicator measures the total number of cooperative societies that have received facilitation support, indicating the extent of assistance provided by SDC in terms of training, resources, and guidance.</i></p>                                                                | 2021 | 20 | 25 | 30 | 35 | 45 | 55 | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 55 | <p>Number of sports competitions/tournaments organized and participated.</p> <p><i>This indicator measures the total number of sports competitions or tournaments that have been organized and participated in, reflecting the level of community engagement, promotion of physical activity, and the development of competitive sports</i></p> | 2021 | 7  | 9  | 11 | 13 | 15 | 17 | DSCAO Report                                | Quarterly | DSCAO |
| 56 | <p>Number of registered cultures, arts and sports groups.</p> <p><i>This indicator measures the total number of registered cultural, arts, and sports groups, reflecting the diversity and richness of community engagement in</i></p>                                                                                                          | 2021 | 6  | 7  | 8  | 9  | 10 | 11 | DSCAO Report                                | Quarterly | DSCAO |

|                                                                                            |                                                                                                                                                                                                                                                                                                                                                           |      |              |              |              |             |             |             |              |           |       |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------|--------------|--------------|-------------|-------------|-------------|--------------|-----------|-------|
|                                                                                            | <i>creative and recreational activities.</i>                                                                                                                                                                                                                                                                                                              |      |              |              |              |             |             |             |              |           |       |
| 57                                                                                         | <p>Status of protected areas for culture, arts, sports and leisure activities.</p> <p><i>This indicator intends to measure the SDC's commitment in preserving protected areas for culture, arts, sports, and leisure activities for community enrichment, environmental sustainability, and the promotion of recreational and cultural practices.</i></p> | 2021 | Satisfactory | Satisfactory | Satisfactory | Good Status | Good Status | Good Status | DSCAO Report | Quarterly | DSCAO |
| 58                                                                                         | <p>Quality of sport facilities.</p> <p><i>This indicator measures the overall quality and condition of sports facilities, assessing factors such as safety, accessibility, maintenance, and available amenities.</i></p>                                                                                                                                  | 2021 | N/A          | 26%          | 32%          | 35%         | 44%         | 50%         | DSCAO Report | Quarterly | DSCAO |
| Objective D: Quality and Quantity of Social Economic Services and Infrastructure Increased |                                                                                                                                                                                                                                                                                                                                                           |      |              |              |              |             |             |             |              |           |       |
| 59                                                                                         | <p>Number of teacher's house constructed and rehabilitated.</p> <p><i>This indicator intends to measure the SDC's</i></p>                                                                                                                                                                                                                                 | 2021 | 909          | 920          | 931          | 942         | 953         | 964         | DPPEO Report | Quarterly | DPPEO |

|    |                                                                                                                                                                                                                                                                                                       |      |     |      |      |      |      |      |              |           |       |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|------|------|------|------|------|--------------|-----------|-------|
|    | <i>commitment to improving living conditions for pre-and primary teachers to enhance their job satisfaction, retention, and overall effectiveness in delivering quality education.</i>                                                                                                                |      |     |      |      |      |      |      |              |           |       |
| 60 | <p>% increase of primary school teachers accommodated to staff houses.</p> <p><i>This indicator measures the percentage increase in primary school teachers living in staff houses, reflecting improved housing conditions that support teacher retention and educational quality.</i></p>            |      | 81% | 84%  | 87%  | 90%  | 93%  | 95%  | DPPEO Report | Quarterly | DPPEO |
| 61 | <p>Number of desks fabricated, and rehabilitated.</p> <p><i>This indicator intends to measure efforts by SDC's to enhance the learning environment by providing adequate and functional furniture for students, which contributes to improved educational outcomes and comfort in classrooms.</i></p> | 2021 | NA  | 1000 | 2000 | 3000 | 5000 | 6000 | DPPEO Report | Quarterly | DPPEO |
| 62 | <p>Pupil/desk Ratio (2:1)</p> <p><i>This indicator measures the pupil-to-desk ratio, targeting</i></p>                                                                                                                                                                                                | 2021 | 3:1 | 3:1  | 3:1  | 3:1  | 3:1  | 2:1  | DPPEO Report | Quarterly | DPPEO |

|    |                                                                                                                                                                                                                                                                                                               |      |      |      |      |      |      |      |              |           |       |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|--------------|-----------|-------|
|    | 2:1, to assess the adequacy and comfort of seating for students in classrooms.                                                                                                                                                                                                                                |      |      |      |      |      |      |      |              |           |       |
| 63 | <p>Number of schools' latrines constructed (Cumulative).</p> <p><i>This indicator intends to assess efforts taken by SDC to improve sanitation facilities, promote hygiene, and enhance the overall health and safety of students, which is essential for fostering a conducive learning environment.</i></p> | 2021 | NA   | 200  | 450  | 600  | 800  | 1000 | DPPEO Report | Quarterly | DPPEO |
| 64 | <p>Pupil/Latrine Ratio (25:1 - Boys).</p> <p><i>This indicator measures the ratio of pupils to latrines for boys, targeting a standard of 25:1, to evaluate the adequacy of sanitation facilities in schools and ensure that sufficient access to latrines is provided</i></p>                                | 2021 | 60:1 | 50:1 | 40:1 | 35:1 | 30:1 | 25:1 | DPPEO Report | Quarterly | DPPEO |
| 65 | <p>Pupil/Latrine Ratio (20:1 - Girls)</p> <p><i>This indicator measures the pupil-to-latrine ratio for girls, targeting 20:1, to assess the adequacy of sanitation facilities in schools for female students.</i></p>                                                                                         | 2021 | 50:1 | 40:1 | 35:1 | 30:1 | 25:1 | 20:1 | DPPEO Report | Quarterly | DPPEO |

|    |                                                                                                                                                                                                                                                                                                                       |      |      |      |      |      |      |      |              |           |       |
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| 66 | <p>Number of pre and primary school constructed.</p> <p><i>This indicator intends to measure efforts taken by DSC to enhance access to early childhood and primary education, promote educational equity through the construction of building facilities to support safe and conducive learning environments.</i></p> | 2021 | NA   | 1    | 2    | 3    | 4    | 5    | DPPEO Report | Quarterly | DPPEO |
| 67 | <p>Pupil/Classroom Ratio (60:1)</p> <p><i>This indicator intends to assess the adequacy of classroom space in schools, ensuring that students have sufficient access to learning environments conducive to effective teaching and learning.</i></p>                                                                   | 2021 | 99:1 | 85:1 | 80:1 | 75:1 | 70:1 | 60:1 | DPPEO Report | Quarterly | DPPEO |
| 68 | <p>% of schools meeting sanitation and clean water (60.0).</p> <p><i>This indicator intends to measure availability of essential hygiene facilities and safe drinking water, which are critical for promoting the health and well-being of students.</i></p>                                                          | 2021 | NA   | 30%  | 40%  | 50%  | 60%  | 70%  | DPPEO Report | Quarterly | DPPEO |

|    |                                                                                                                                                                                                                                                                                                      |      |      |      |      |      |      |      |              |           |       |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|--------------|-----------|-------|
| 69 | <p>% increase in the number of primary schools with access to electricity (60:0).</p> <p><i>This indicator intends to measure ability of SDC in improving energy availability that enhance learning environments, support modern teaching methods, and promote overall educational quality.</i></p>  | 2021 | NA   | 25%  | 33%  | 76%  | 80%  | 90%  | DPPEO Report | Quarterly | DPPEO |
| 70 | <p>Number of secondary schools' classrooms constructed and rehabilitated.</p> <p><i>This indicator intends to measure efforts by SDC to improving and increasing educational infrastructure, accommodate increasing student enrollment, and enhance the quality of the learning environment.</i></p> | 2021 | 372  | 432  | 492  | 552  | 612  | 673  | DSEO Report  | Quarterly | DSEO  |
| 71 | <p>students/Classroom Ratio in lower secondary schools (40:1).</p> <p><i>This indicator intends to measure adequacy of classroom space for effective learning and to ensure that students receive adequate attention and support from teachers in a</i></p>                                          | 2021 | 60:1 | 55:1 | 50:1 | 45:1 | 40:1 | 40:1 | DSEO Report  | Quarterly | DSEO  |



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|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|------|-------|-------------|-----------|------|
|    | conducive educational environment.                                                                                                                                                                                                                                                                                                    |      |     |     |     |     |      |       |             |           |      |
| 72 | <p>Number of secondary school's teacher's houses constructed.</p> <p><i>This indicator measures the number of teacher housing units constructed for secondary schools, reflecting SDC efforts to improve living conditions for teachers, attracting new and retaining qualified teaching staff</i></p>                                | 2021 | 72  | 75  | 78  | 81  | 84   | 86    | DSEO Report | Quarterly | DSEO |
| 73 | <p>Number of secondary schools' science laboratories constructed.</p> <p><i>This indicator measures number of science laboratories constructed in secondary schools, aiming to enhance practical learning opportunities for students, support hands-on experimentation, and improve the overall quality of science education.</i></p> | 2021 | 18  | 22  | 25  | 29  | 33   | 36    | DSEO Report | Quarterly | DSEO |
| 74 | <p>Number of pit latrines constructed.</p> <p><i>This indicator measures the number of pit latrines constructed, aiming to improve sanitation facilities</i></p>                                                                                                                                                                      | 2021 | 364 | 530 | 697 | 863 | 1029 | 1,196 | DSEO Report | Quarterly | DSEO |

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|    | <i>and enhancing hygiene practices targeting on reducing health risks, and promoting a safer environment for students.</i>                                                                                                                                                                                                  |      |      |      |      |      |      |      |             |           |      |
| 75 | <p>Girls' student/Latrine Ratio in lower secondary schools (20:1).</p> <p><i>This indicator intends to assess the adequacy of sanitation facilities for female students, ensuring privacy and hygiene, which are essential for promoting attendance and retention among girls in education.</i></p>                         | 2021 | 35:1 | 30:1 | 25:1 | 20:1 | 20:1 | 20:1 | DSEO Report | Quarterly | DSEO |
| 76 | <p>Boys' student/Latrine Ratio in lower secondary schools (25:1)</p> <p><i>This indicator intends to measure availability of sufficiency sanitation facilities for male students, ensuring that adequate access to hygienic restroom facilities supports their health, comfort, and overall educational experience.</i></p> | 2021 | 50:1 | 40:1 | 35:1 | 30:1 | 25:1 | 25:1 | DSEO Report | Quarterly | DSEO |
| 77 | <p>Students/Science books ratio.</p> <p><i>This indicator intends to measure availability and</i></p>                                                                                                                                                                                                                       | 2021 | 10:1 | 8:1  | 5:1  | 1:1  | 1:1  | 1:1  | DSEO Report | Quarterly | DSEO |

|    |                                                                                                                                                                                                                                                         |      |      |      |      |     |     |     |             |           |      |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|-----|-----|-----|-------------|-----------|------|
|    | accessibility of science learning resources, which is crucial for fostering effective learning, encouraging student engagement in scientific studies, and enhancing overall academic performance.                                                       |      |      |      |      |     |     |     |             |           |      |
| 78 | <p>Students/Art books ratio.</p> <p><i>This indicator intends to measure availability of art books and materials that promote creativity, facilitating art education, and ensuring all students have adequate access to quality learning tools.</i></p> | 2021 | 14:1 | 12:1 | 11:1 | 8:1 | 6:1 | 2:1 | DSEO Report | Quarterly | DSEO |
| 79 | <p>Number of dormitories constructed.</p> <p><i>This indicator measures the number of dormitories constructed to improve student accommodation, enhance access to education, and promote a safe learning environment.</i></p>                           | 2021 | 8    | 9    | 10   | 14  | 16  | 21  | DSEO Report | Quarterly | DSEO |
| 80 | <p>% of students accommodated in schools' dormitories.</p> <p><i>This indicator intends to measure the extent of student accommodation availability to enhance</i></p>                                                                                  | 2021 | N/A  |      |      |     |     |     | DSEO Report | Quarterly | DSEO |

|    |                                                                                                                                                                                                                                                 |      |        |         |         |         |         |         |                                             |           |       |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------|---------|---------|---------|---------|---------|---------------------------------------------|-----------|-------|
|    | access to education, supporting student retention, and fostering a stable learning environment, especially for those from remote or underserved areas                                                                                           |      |        |         |         |         |         |         |                                             |           |       |
| 81 | Number of dining hall/assembly halls constructed.<br><br><i>This indicator intends to measure availability of communal spaces that facilitate student meals, social interaction, and gatherings.</i>                                            | 2021 | 3      | 3       | 4       | 4       | 5       | 7       | DSEO Report                                 | Quarterly | DSEO  |
| 82 | Number of crops tons produced.<br><br><i>This indicator intends to measure agricultural productivity and output, to enhance food security, supporting local economies through improved farming practices and policies</i>                       |      | 88,000 | 120,400 | 152,800 | 185,200 | 217,600 | 250,000 | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 83 | % Increase in agricultural productivity (4.7)<br><br><i>This indicator measures the percentage increase in agricultural productivity to assess improvements in farming efficiency and output, critical for food security and rural economic</i> | 2021 | 1.7    | 2.4     | 2.7     | 3.1     | 3.7     | 4.7     | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |

|    |                                                                                                                                                                                                                                                                                                                                  |      |     |      |      |      |      |      |                                             |           |       |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|------|------|------|------|------|---------------------------------------------|-----------|-------|
|    | growth.                                                                                                                                                                                                                                                                                                                          |      |     |      |      |      |      |      |                                             |           |       |
| 84 | <p>Hectare under irrigation</p> <p><i>This indicator measures the total hectares of land equipped with irrigation systems to enhance crop yields and promote sustainable agricultural practices</i></p>                                                                                                                          | 2021 | 500 | 1400 | 2300 | 3200 | 4100 | 5000 | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 85 | <p>Number of Large-Scale Farms (Block Farms) established.</p> <p><i>This indicator intends to measure the number of large-scale farms, or block farms, established, aiming to promote commercial agriculture, enhance food production and improve livelihoods of farmers through better access to resources and markets.</i></p> | 2021 | 0   | 0    | 1    | 2    | 3    | 4    | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 86 | <p>% of agricultural land under mechanization services along the value chain.</p> <p><i>This indicator intends to measure percentage of agricultural land utilizing mechanization services throughout the value chain to enhance productivity and improve the overall efficiency</i></p>                                         | 2021 | 20% | 32%  | 44%  | 56%  | 68%  | 80%  | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |

|    |                                                                                                                                                                                                                                                                                  |      |     |     |     |     |     |     |                                             |           |       |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|---------------------------------------------|-----------|-------|
|    | of agricultural practices.                                                                                                                                                                                                                                                       |      |     |     |     |     |     |     |                                             |           |       |
| 87 | <p>% increase of access to quality agricultural inputs (seeds, fertilizers, and pesticides).</p> <p><i>This indicator intends to measure the ability of SDC in improvements of farmers' ability to obtain essential inputs and resources that enhance crop productivity.</i></p> | 2021 | 45% | 54% | 61% | 70% | 75% | 80% | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 88 | <p>% Decrease in postharvest loss.</p> <p><i>This indicator intends to evaluate improvements in the handling, storage, and processing of agricultural products.</i></p>                                                                                                          | 2021 | 40% | 37% | 34% | 30% | 25% | 20% | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 89 | <p>% of livestock vaccination coverage rate.</p> <p><i>This indicator intends to measure the effectiveness of vaccination programs in preventing disease outbreaks and enhancing animal health.</i></p>                                                                          | 2021 | 35% | 40% | 45% | 50% | 55% | 60% | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 90 | <p>%increase of livestock infrastructure facilities.</p> <p><i>This indicator intends to measure availability of</i></p>                                                                                                                                                         | 2021 | 22  | 25  | 28  | 32  | 36  | 40  | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |

|    |                                                                                                                                                                                                                                 |      |     |     |     |     |     |     |                                             |           |       |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|---------------------------------------------|-----------|-------|
|    | essential facilities such as barns, feedlots, and veterinary clinics for improving animal welfare, productivity and livestock management.                                                                                       |      |     |     |     |     |     |     |                                             |           |       |
| 91 | % increase of livestock Dipping rate.<br><br><i>This indicator measures the percentage increase in livestock dipping rates to enhance the effectiveness of parasitic control measures and disease prevention strategies.</i>    | 2021 | 25  | 30  | 35  | 40  | 45  | 50  | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 92 | % decrease in the incidence of livestock diseases.<br><br><i>This indicator intends to measure effectiveness of veterinary health interventions, vaccination programs, and biosecurity measures in improving animal health.</i> | 2021 | 50% | 45% | 40% | 35% | 28% | 20% | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 93 | % of quality hides and skin.<br><br><i>This indicator intends to measure improvements in livestock management practices, animal health, and processing methods that contribute to higher market value, sustainability, and</i>  | 2021 | 40% | 50% | 60% | 65% | 70% | 75% | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |

|    |                                                                                                                                                                                                                |      |        |        |        |         |         |         |                                             |           |       |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------|--------|--------|---------|---------|---------|---------------------------------------------|-----------|-------|
|    | <i>profitability within the leather industry.</i>                                                                                                                                                              |      |        |        |        |         |         |         |                                             |           |       |
| 94 | Meat Production (Kg/Tons)<br><br><i>This indicator measures the total quantity of meat produced as a result of efficiency breeding practices, feed management, and veterinary care.</i>                        | 2021 | 122.5  | 140    | 200    | 273     | 385     | 500     | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 95 | Milk Production in (Litres)<br><br><i>This indicator measures the total volume of milk produced, as a result of effectiveness of breeding, feeding, and management practices that contribute to milk yield</i> | 2021 | 57,500 | 74,442 | 91,384 | 108,326 | 125,268 | 142,210 | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 96 | % Decrease of livestock mortality rate.<br><br><i>This indicator measure effectiveness of health management practices, nutrition, and veterinary interventions in improving animal survival and welfare.</i>   | 2021 | 20%    | 18%    | 16%    | 14%     | 12%     | 10%     | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 97 | Number of fisheries extension officers.<br><br><i>This indicator intends to measure ability of SDC in enhancing capacity-building programmes aimed at</i>                                                      | 2021 | 1      | 2      | 3      | 4       | 5       | 6       | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |



|     |                                                                                                                                                                                                                          |      |     |     |     |     |     |     |                                             |           |       |
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|     | <i>equipping extension offers with knowledge to promote fisheries industry</i>                                                                                                                                           |      |     |     |     |     |     |     |                                             |           |       |
| 98  | <p>Fisheries production (kg/Tons) per year</p> <p><i>This indicator measures the total quantity of fish produced as a result of efficiency fishing practices and fisheries management.</i></p>                           | 2021 | 72  | 80  | 88  | 118 | 149 | 175 | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 99  | <p>% Decrease in illegal fishing activities.</p> <p><i>This indicator intends to measure ability of SDC in controlling unregulated fishing activities</i></p>                                                            | 2021 | 80% | 75% | 70% | 60% | 55% | 50% | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 100 | <p>Number of fishponds established.</p> <p><i>This indicator intends to measure ability of SDC in creating aquaculture within the Council highlighting the economic, and food security aspect of fish production</i></p> | 2021 | 8   | 10  | 15  | 19  | 22  | 25  | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |
| 101 | <p>Number of fishers and fishery product dealers trained.</p> <p><i>This indicator intends to measure ability of SDC in enhancing capacity-building programmes aimed at equipping fishers and fishery</i></p>            | 2021 | 100 | 180 | 250 | 300 | 350 | 400 | Agriculture, Livestock and Fisheries report | Quarterly | DALFO |

|     |                                                                                                                                                                                                                                                                                  |      |         |         |        |         |        |         |               |           |        |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---------|---------|--------|---------|--------|---------|---------------|-----------|--------|
|     | product dealers with knowledge fisheries value chain.                                                                                                                                                                                                                            |      |         |         |        |         |        |         |               |           |        |
| 102 | % of office buildings that meet established quality assurance standards.<br><br><i>This indicator intends to measure ability of SDC to build and maintain building facility at the HQ, in all 21 wards and in all villages for the purpose of improving working environment.</i> | 2021 | 26%     | 51%     | 61%    | 70%     | 75%    | 80%     | DIRUDO Report | Quarterly | DIRUDO |
| 103 | Total road length improved (Km).<br><br><i>This indicator intends to measure capacity of the SDC to enhance and sustain the road network, thereby improving accessibility to various areas, particularly in peripheral areas, under all weather conditions</i>                   | 2021 | 543.257 | 634.367 | 687.64 | 702.432 | 753.12 | 812.397 | DIRUDO Report | Quarterly | DIRUDO |
| 104 | % of property valuations completed annually.<br><br><i>This indicator intends to measure the percentage of property valuations conducted each year, assessing the efficiency and effectiveness of SDC on valuation process in assessing property values</i>                      | 2021 | 20%     | 25%     | 25%    | 25%     | 25%    | 25%     | DIRUDO Report | Quarterly | DIRUDO |

|     |                                                                                                                                                                                                                                                                                                                  |      |          |         |         |         |         |         |                          |           |        |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|---------|---------|---------|---------|---------|--------------------------|-----------|--------|
|     | for taxation and investment.                                                                                                                                                                                                                                                                                     |      |          |         |         |         |         |         |                          |           |        |
| 105 | % of land surveyed.<br><br><i>This indicator intends to measure ability of SDC on progress and comprehensiveness of land assessment efforts for planning and development.</i>                                                                                                                                    | 2021 | 0        | 15%     | 25%     | 25%     | 25%     | 25%     | Report from Land Section | Quarterly | DIRUDO |
| 106 | Number of title deeds issued to property owners.<br><br><i>This indicator tracks the number of title deeds issued to property owners, reflecting the efficiency of SDC on the property registration process and the extent of legal recognition of land ownership.</i>                                           | 2021 | 20       | 50      | 100     | 100     | 100     | 100     | Report from Land Section | Quarterly | DIRUDO |
| 107 | Area of land (acres/Hectors) allocated and protected for public uses.<br><br><i>This indicator measures the total area of land that has been designated and safeguarded for public use, for the purpose of preserving space for community amenities and infrastructures, parks, and recreational activities.</i> | 2021 | 15 Acres | 30Acres | 45Acres | 60Acres | 75Acres | 85Acres | Report from Land Section | Quarterly | DIRUDO |

|     |                                                                                                                                                                                                                                                                                 |      |          |          |          |          |            |            |                          |           |        |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|----------|----------|----------|------------|------------|--------------------------|-----------|--------|
| 108 | <p>Area of land (acres) allocated and protected for investment.</p> <p><i>This indicator intends to measure the total area of land that has been earmarked and secured for investment purposes to enhance economic development and attracting investment opportunities.</i></p> | 2021 | 200Acres | 400Acres | 600Acres | 800Acres | 1,000Acres | 1,200Acres | Report from Land Section | Quarterly | DIRUDO |
| 109 | Number of villages with Land Use Plans                                                                                                                                                                                                                                          | 2021 | 8        | 16       | 40       | 60       | 69         | 81         | Report from Land Section | Quarterly | DIRUDO |
| 110 | <p>% decrease of land disputes.</p> <p><i>This indicator intends to measure effectiveness of SDC on conflict resolution mechanisms and land management practices in promoting stability and clarity in land ownership.</i></p>                                                  | 2021 | 100%     | 75%      | 50%      | 25%      | 15%        | 5%         | Report from Land Section | Quarterly | DIRUDO |
| 111 | <p>Number of title deeds secured for areas owned by SDC.</p> <p><i>This indicator quantifies the number of title deeds obtained for land parcels owned by the SDC as efforts to formalize ownership and enhance legal recognition.</i></p>                                      | 2021 | 1        | 2        | 2        | 3        | 4          | 3          | Report from Land Section | Quarterly | DIRUDO |
| 112 | Number of visitors to the council's website.                                                                                                                                                                                                                                    | 2021 | 28,052   | 64,601   | 101,150  | 137,699  | 174,248    | 210,800    | DGCO Report              | Annually  | DGCO   |

|                                                                   |                                                                                                                                                                                                                                                                                  |      |     |     |     |     |     |      |                                      |           |        |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|------|--------------------------------------|-----------|--------|
|                                                                   | <i>This indicator intends to track number of visitors to the council's website, as a result of public engagement, effectiveness of online outreach efforts, and the accessibility of information related to SDC activities and services.</i>                                     |      |     |     |     |     |     |      |                                      |           |        |
| 113                                                               | % of use VOIP system<br><br><i>This indicator intends to measure the percentage of communication activities conducted through Voice over Internet Protocol (VoIP) systems, reflecting the adoption of modern technology for more efficient and cost-effective communication.</i> |      | 10% | 30% | 45% | 65% | 85% | 100% | DICTO Report                         | Annually  | DICTO  |
| Objective E: Good Governance and Administrative Services Enhanced |                                                                                                                                                                                                                                                                                  |      |     |     |     |     |     |      |                                      |           |        |
| 114                                                               | % of reduced community complaints.<br><br><i>The indicator measures the percentage reduction in community complaints, reflecting community satisfaction as a result of SDC improvements in service delivery.</i>                                                                 | 2022 | 35% | 30% | 30% | 25% | 20% | 20%  | E-Mrejesho Report Register complains | Quarterly | DAHRMO |
| 115                                                               | Number of statutory meetings facilitated.                                                                                                                                                                                                                                        | 2022 | 124 | 124 | 124 | 124 | 124 | 124  | Meeting Reports/Standin g Committees | Quarterly | DAHRMO |

|     |                                                                                                                                                                                                                     |      |     |     |     |     |     |     |                                                 |               |        |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|-------------------------------------------------|---------------|--------|
|     | <i>The indicator measures the number of statutory meetings facilitated by SDC, indicating the ability of the Council to improve level of governance, transparency, and stakeholder engagement.</i>                  |      |     |     |     |     |     |     | minutes and Full Council Minutes                |               |        |
| 116 | Number of public consultations, workshops/ meetings conducted.<br><br><i>The indicator measures the extent of SDC to enhance community engagement and participation in decision-making processes.</i>               | 2022 | 28  | 28  | 28  | 28  | 28  | 28  | Public consultation Reports                     | Quarterly     | DAHRMO |
| 117 | % of working environment improved<br><br><i>The indicator measures the percentage of improvement in the working environment, reflecting SDC enhancements in safety, comfort, and overall employee satisfaction.</i> | 2022 | 40% | 50% | 60% | 70% | 80% | 85% | Attending clients Reports Staff retained Report | Annually      | DAHRMO |
| 118 | Number of interventions implemented to improve working environment.<br><br><i>The indicator measures the number of interventions implemented to improve the working environment,</i>                                | 2022 | 1   | 3   | 3   | 3   | 3   | 3   | Training report                                 | Semi annually | DAHRMO |

|     |                                                                                                                                                                                                                                                            |      |     |     |     |     |     |     |                                                     |                  |        |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|-----------------------------------------------------|------------------|--------|
|     | <i>indicating the commitment of SDC to enhancing employee well-being and productivity.</i>                                                                                                                                                                 |      |     |     |     |     |     |     |                                                     |                  |        |
| 119 | % of staff knowledgeable of the code of conduct.<br><br><i>This indicator intends to provide analysis of level of awareness and integrity of SDC staff in performing their activities</i>                                                                  | 2022 | 50% | 60% | 70% | 80% | 90% | 99% | Training report<br>Integrity<br>120commit<br>report | Annually         | DAHRMO |
| 120 | % of staff retained<br><br><i>The indicator measures the percentage of staff retained, reflecting the SDC's ability to maintain employee satisfaction.</i>                                                                                                 | 2022 | 60% | 60% | 75% | 75% | 75% | 80% | HR Report                                           | Semi<br>annually | DAHRMO |
| 121 | Level of staff performance<br><br><i>This indicator intends to measure capacity of individual staff to pursue assigned duties.</i>                                                                                                                         | 2022 | 40% | 50% | 60% | 70% | 80% | 85% | PEPMIS Report                                       | Quarterly        | DAHRMO |
| 122 | % Improvement of secondary schools' working environment.<br><br><i>The indicator measures the percentage improvement in the working environment of secondary schools at SDC, reflecting enhancements in facilities, resources, and overall conditions.</i> | 2021 | 90% | 92% | 94% | 96% | 97% | 98% | DSEO Report                                         | Quarterly        | DSEO   |

|     |                                                                                                                                                                                                                                                                                                                                                           |      |     |       |     |       |       |      |               |           |         |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-------|-----|-------|-------|------|---------------|-----------|---------|
| 123 | <p>Number of secondary schools' staff facilitated.</p> <p><i>The indicator measures the number of secondary school staff support and resources provided to enhance their professional development and effectiveness.</i></p>                                                                                                                              | 2021 | 87% | 88.5% | 90% | 91.5% | 93.5% | 95%  | DSEO Report   | Quarterly | DSEO    |
| 124 | <p>Health staff turnover level.</p> <p><i>This indicator measures the ability of SDC to retain and maintain health workers, providing insight into job satisfaction, organizational support, and the effectiveness of retention strategies within the healthcare workforce.</i></p>                                                                       | 2021 | 48% | 45%   | 32% | 24%   | 17%   | 6%   | HRHIS         | Annually  | DHSWNSO |
| 125 | <p>% of community actively engaged and participated in planning and implementation activities.</p> <p><i>The indicator measures the percentage of the community actively engaged and participating in planning and implementation activities, reflecting the SDC ability to collaborate and involve local community in decision-making processes.</i></p> |      | 80% | 84%   | 88% | 92%   | 96%   | 100% | DIPICO Report | Quarterly | DIPCO   |



|     |                                                                                                                                                                                                                                                  |      |     |     |     |     |     |      |               |           |       |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|------|---------------|-----------|-------|
| 126 | <p>% of targets outlined in the Strategic Plan that have been successfully implemented.</p> <p><i>This indicator intends to assess the effectiveness of the SDC's strategic plan execution and progress towards achieving its objectives</i></p> |      | 60% | 70% | 80% | 85% | 90% | 100% | DIPICO Report | Quarterly | DIPCO |
| 127 | <p>% of the budget utilized effectively compared to the planned expenditures.</p> <p><i>This indicator evaluates the efficiency and effectiveness of financial resource management within the SDC</i></p>                                        |      | 70% | 76% | 82% | 88% | 94% | 100% | DIPICO Report | Quarterly | DIPCO |
| 128 | <p>% of data entries that are accurate and free from errors in the council statistics database.</p> <p><i>This indicator intends to measure quality and reliability of the data collected for decision-making and reporting.</i></p>             |      | 80% | 84% | 88% | 92% | 96% | 100% | DIPICO Report | Quarterly | DIPCO |
| 130 | <p>% Decrease in the number of legal cases filed against Singida District Council.</p> <p><i>The indicator measures the percentage decrease in the number of legal cases filed</i></p>                                                           | 2021 | 15  | 10  | 8   | 5   | 2   | 0    | Case reports  | Quarterly | DLSO  |

|     |                                                                                                                                                                                                                                                                                                                                                                                  |      |    |     |     |     |     |      |                                        |                 |      |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----|-----|-----|-----|-----|------|----------------------------------------|-----------------|------|
|     | against Singida District Council, reflecting the council's effectiveness in addressing community issues and preventing legal disputes.                                                                                                                                                                                                                                           |      |    |     |     |     |     |      |                                        |                 |      |
| 131 | <p>% of grievances resolved through the established resolution mechanism compared to those that escalate to legal cases.</p> <p><i>This indicator measures the ability of SDC to handle grievances and complaints from community members outside the court system, indicating the effectiveness of good governance and legal compliance within the council's operations.</i></p> | 2021 | NA | 35% | 50% | 75% | 95% | 100% | Alternative Dispute Resolution Reports | Quarterly       | DLSO |
| 132 | <p>Number of training sessions conducted on legal compliance and ethical standards, along with participation rates.</p> <p><i>This indicator intends to evaluate the council's commitment to fostering understanding and adherence to legal and ethical guidelines among its staff.</i></p>                                                                                      | 2021 | NA | 4   | 4   | 4   | 4   | 4    | Training Repots                        | Quarterly       | DLSO |
| 133 | Number of training sessions conducted to ward tribunal                                                                                                                                                                                                                                                                                                                           | 2021 | NA | 21  | 21  | 21  | 21  | 21   | Analysis Reports                       | Annually report | DLSO |

|     |                                                                                                                                                                                                                                            |      |     |     |     |     |     |     |                  |                 |      |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|------------------|-----------------|------|
|     | <p>members.</p> <p><i>This indicator intends to measure <b>the</b> council's efforts to enhance the knowledge and skills of Tribunal members in executing their roles and responsibilities.</i></p>                                        |      |     |     |     |     |     |     |                  |                 |      |
| 134 | <p>Number of community Outreach activities Conducted to raise awareness about legal matters.</p> <p><i>This indicator measures the council's commitment to educating the public and promoting legal literacy within the community.</i></p> | 2021 | NA  | 5   | 5   | 5   | 5   | 5   | Analysis Reports | Annually report | DLSO |
| 135 | <p>Number of new revenue sources introduced and developed.</p> <p><i>These indicators evaluate the council's efforts to diversify its funding and enhance financial sustainability.</i></p>                                                | 2021 | N/A | 1   | 1   | 1   | 1   | 1   | DFAO report      | Quarterly       | DFAO |
| 136 | <p>% Increase in own-source revenue collected each quarter</p> <p><i>This indicator intends to measure ability of SDC to collect revenue from new</i></p>                                                                                  | 2021 |     | 65% | 75% | 85% | 85% | 90% | DFAO report      | Quarterly       | DFAO |

|     |                                                                                                                                                                                                                                    |      |     |              |              |              |              |              |                       |           |      |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|--------------|--------------|--------------|--------------|--------------|-----------------------|-----------|------|
|     | <i>sources to increase its ability to enhance and strengthen its core functions and operations.</i>                                                                                                                                |      |     |              |              |              |              |              |                       |           |      |
| 137 | <p>Number of internal audits conducted.</p> <p><i>This indicator measures the SDC's ability and commitment to maintaining oversight and ensuring compliance with policies and regulations.</i></p>                                 | 2021 | 4   | 4            | 4            | 4            | 4            | 4            | DFAO report           | Quarterly | DFAO |
| 138 | <p>CAG audit opinion (Un-qualified and Qualified)</p> <p><i>This indicator measures the extent to which the SDC comply with the relevant laws, regulations, and standards in its financial reporting and internal controls</i></p> | 2021 | N/A | Un-qualified | Un-qualified | Un-qualified | Un-qualified | Un-qualified | CAG report      Audit | Quarterly | DFAO |
| 139 | <p>Decrease number of audit quarrel.</p> <p><i>This indicator intends to measure the council's efforts to improving financial management and transparency practices</i></p>                                                        | 2021 | N/A | 34           | 17           | 15           | 10           | 0            |                       | Quarterly | DFAO |
| 140 | <p>% of audit recommendations implemented within the specified timeframe.</p> <p><i>This indicator intends to</i></p>                                                                                                              | 2021 | N/A | 75%          | 80%          | 85%          | 98%          | 100%         | DFAO report           | Quarterly | DFAO |

|     |                                                                                                                                                                                                                |      |     |     |     |     |      |      |                                               |           |      |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|------|------|-----------------------------------------------|-----------|------|
|     | measure the council's ability on responsiveness and effectiveness in addressing identified issues.                                                                                                             |      |     |     |     |     |      |      |                                               |           |      |
| 141 | PPRA Audit rating.<br><br><i>This indicator intends to measure compliance level of the procurement operations of the SDC as per PPRA Acts and Regulation</i>                                                   | 2021 | 20% | 20% | 43% | 58% | 60%  | 80%  | PPRA report      Audit                        | Quarterly | DPMO |
| 142 | Number of regulatory bodies and associations involved.<br><br><i>This indicator measures the effectiveness and timeliness of SDC response to audit findings</i>                                                | 2021 | 2   | 2   | 2   | 2   | 2    | 2    | DPMO Report                                   | Quarterly | DPMO |
| 143 | Number of processes automated annually.<br><br><i>This indicator intends to measure compliance level of the procurement operations of the SDC using the online tendering process i.e NeST</i>                  | 2021 | NA  | 5   | 5   | 5   | 5    | 5    | DPMO Report                                   | Quarterly | DPMO |
| 144 | % of Council's engagement audited<br><br><i>This indicator measures the extent to which the Council's activities and operations are subject to audit scrutiny, reflecting transparency and accountability.</i> | 2021 |     | 70% | 80% | 80% | 100% | 100% | Number of Quarterly reports of audit produced | Quarterly | DIAO |

|     |                                                                                                                                                                                                                                                                               |      |     |          |          |          |          |          |                                       |           |      |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|----------|----------|----------|----------|----------|---------------------------------------|-----------|------|
| 145 | Types of External Audit Opinion on Quality Management System Compliance<br><br><i>This indicator intends to assess the degree to which an organization's quality management practices meet established standards and regulations.</i>                                         | 2021 |     | Complied | Complied | Complied | Complied | Complied | External Auditor's report and opinion | Quarterly | DIAO |
| 146 | Number of press conferences on matters relating to implementation of government policies, programs and projects.<br><br><i>This indicator intends to measure the government's (SDC) efforts to communicate and engage with the public about its initiatives and progress.</i> | 2021 | NA  | 5        | 5        | 5        | 5        | 5        | DGCO Report                           | Quarterly | DGCO |
| 147 | Number of communication initiatives and outreach activities<br><br><i>This indicator measures the effectiveness and extent of efforts made by SDC to engage with and inform its stakeholders and the public in general.</i>                                                   | 2021 | NA  | 2        | 3        | 4        | 10       | 10       | DGCO Report                           | Quarterly | DGCO |
| 148 | % of updated information<br><br><i>This indicator measures the</i>                                                                                                                                                                                                            | 2021 | N/A | 80%      | 90%      | 95%      | 100%     | 100%     | DGCO Report                           | Quarterly | DGCO |

|     |                                                                                                                                                                                                                                                              |      |     |     |     |     |      |      |             |           |       |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|------|------|-------------|-----------|-------|
|     | <i>currency and relevance of web-content provided to users, reflecting the organization's commitment to transparency and effective communication.</i>                                                                                                        |      |     |     |     |     |      |      |             |           |       |
| 149 | % increase in public awareness regarding council services and initiatives.<br><br><i>This indicator measures SDC's efforts to educate the Public on its functions and development initiatives</i>                                                            | 2021 | NA  | 10% | 25% | 45% | 75%  | 95%  | DGCO Report | Quarterly | DGCO  |
| 150 | % of local Area Network infrastructure built and maintained<br><br><i>This indicator measures the proportion of institution' facilities that have embraced ICT to enhance the efficiency, effectiveness, and accessibility of the services to the public</i> | 2021 | 10% | 40% | 60% | 80% | 100% | 100% | ICT Report  | Quarterly | DICTO |
| 151 | Status of Fiber data connection in place<br><br><i>This indicator intends to measure the availability and extent of fiber optic infrastructure utilized for high-speed internet connectivity</i>                                                             | 2021 | 10% | 30% | 60% | 80% | 100% | 100% | ICT Report  |           | DICTO |

|     |                                                                                                                                                                                                                                                                                         |      |     |     |     |     |     |      |                                                  |           |       |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|------|--------------------------------------------------|-----------|-------|
| 152 | % of available bandwidth utilized during peak and off-peak hours.<br><br><i>This indicator intends to measure the efficiency and capacity of network resources in handling data traffic at different times</i>                                                                          | 2021 | 50% | 60% | 70% | 80% | 90% | 100% | Speed Test                                       | Quarterly | DICTO |
| 153 | % of video conferencing systems and electronic notice boards successfully installed and operational by June 2026.<br><br><i>This indicator measure percentages of digital tools, software, and platforms that are designed to support various functions and processes within an SDC</i> | 2021 | 0%  | 5%  | 25% | 80% | 90% | 90%  | Physical Verification and installation documents | Quarterly | DICTO |
| 154 | % of projects and initiatives monitored and evaluated                                                                                                                                                                                                                                   |      |     | NA  | NA  | NA  | 50% | 90%  |                                                  |           | DM&EO |
| 155 | % of data entries that meet quality standards.                                                                                                                                                                                                                                          |      | N/A | NA  | NA  | NA  | 65% | 75%  | M&E Reports                                      | Quarterly | DM&EO |
| 156 | % of stakeholders involved in M&E activities.                                                                                                                                                                                                                                           |      |     | NA  | NA  | NA  | 90% | 100% | M&E Reports                                      | Quarterly | DM&EO |
| 157 | Feedback scores from stakeholders regarding M&E processes.                                                                                                                                                                                                                              |      |     |     |     |     |     |      | M&E Reports                                      | Quarterly | DM&EO |



|                                                                        |                                                                                                  |  |  |     |     |     |      |      |                  |           |       |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--|--|-----|-----|-----|------|------|------------------|-----------|-------|
| 158                                                                    | % of reports submitted on time.                                                                  |  |  | NA  | NA  | NA  | 2    | 16   | M&E Reports      | Quarterly | DM&EO |
| 159                                                                    | Number of recommendations implemented based on M&E findings.                                     |  |  | NA  | NA  | NA  | 1    | 4    | M&E Reports      | Quarterly | DM&EO |
| 160                                                                    | Number of reports generated through automated systems.                                           |  |  | NA  | NA  | NA  | 2    | 10   | M&E Reports      | Quarterly | DM&EO |
| 161                                                                    | % of eligible voters registered                                                                  |  |  | NA  | NA  | NA  | 100% | 100% | Election Reports | Annually  | DEO   |
| 162                                                                    | % of voter turnout in local government elections.                                                |  |  | NA  | NA  | NA  | 100% | NA   | Election Reports | Annually  | DEO   |
| 163                                                                    | % of villages successfully conduct elections by November 2024.                                   |  |  | NA  | NA  | NA  | 100% | NA   | Election Reports | Annually  | DEO   |
| 164                                                                    | % of registered youth, women and special group voters compared to the total eligible population. |  |  | NA  | NA  | NA  | 100% | 100% | Election Reports | Annually  | DEO   |
| 165                                                                    | % of compliance with electoral regulations and guidelines during the general election            |  |  | 30% | 25% | 20% | 10%  | 5%   | Election Reports | Annually  | DEO   |
| 166                                                                    | Number of election awareness programmes conducted                                                |  |  |     |     |     | 10   | 10   | Election Reports | Annually  | DEO   |
| Objective F: Social Welfare, Gender and Community Empowerment Improved |                                                                                                  |  |  |     |     |     |      |      |                  |           |       |

|     |                                                                                                                                                                                                                                                                                                                                    |      |    |     |     |     |     |     |                               |          |        |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----|-----|-----|-----|-----|-----|-------------------------------|----------|--------|
| 167 | <p>Number of genders affirmative actions implemented Annually.</p> <p><i>This indicator intends to measure the SDC's commitment in promoting gender equality and addressing disparities through specific initiatives and policies.</i></p>                                                                                         | 2021 | NA | 2   | 2   | 2   | 2   | 2   | Social Welfare Office reports | Annually | DHRMAO |
| 168 | <p>% of gender-sensitive policies implemented effectively.</p> <p><i>This indicator intends to measure the success and impact of initiatives designed to promote gender equality within SDC and assessing how well these policies are put into practice.</i></p>                                                                   | 2021 | NA | 30% | 40% | 50% | 60% | 70% | Social Welfare Office reports | Annually | DHRMAO |
| 169 | <p>% availability and accessibility of gender-disaggregated data for planning and evaluation Purposes.</p> <p><i>This indicator intends to measure the percentage of gender-disaggregated data that is both available and accessible for use in planning and evaluation processes, highlighting the extent to which gender</i></p> | 2021 | NA | 40% | 50% | 60% | 70% | 80% | Social Welfare Office reports | Annually | DHRMAO |

|     |                                                                                                                                                                                                                                                                                                                                                                                                  |      |                |                |                |                |             |             |                |         |      |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------------|----------------|----------------|----------------|-------------|-------------|----------------|---------|------|
|     | <i>considerations are integrated into decision-making and resource allocation.</i>                                                                                                                                                                                                                                                                                                               |      |                |                |                |                |             |             |                |         |      |
| 170 | <p>Number of active economic groups accessed capital.</p> <p><i>This indicator intends to measure the total number of active economic groups that have successfully accessed financial capital, reflecting the SDC ability on helping these groups to secure funding for initiatives aimed at enhancing economic development and sustainability</i></p>                                          | 2021 | 45             | 80             | 100            | 150            | 190         | 230         | Quarter report | Quarter | DCDO |
| 171 | <p>Number of loan applications submitted and approved for youth, women and PWD.</p> <p><i>This indicator intends to measure the total number of loan applications submitted by and approved for youth, women, and persons with disabilities (PWD), indicating the level of financial support provided by SDC to specific groups to promote their economic empowerment and participation.</i></p> | 2021 | 19             | 32             | 34             | 34             | 34          | 50          | Quarter report | Quarter | DCDO |
| 172 | <p>Amount of Funds Disbursed:</p> <p><i>This indicator intends to measure the total monetary</i></p>                                                                                                                                                                                                                                                                                             | 2021 | 185,473,556.03 | 185,473,556.03 | 133,377,457.90 | 113,203,000.00 | 300,000,000 | 400,000,000 | Quarter report | Quarter | DCDO |

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |     |     |      |      |      |      |                  |           |      |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|------|------|------|------|------------------|-----------|------|
|     | amount disbursed specifically to women, youth, and persons with disabilities (PWD), highlighting the financial support directed towards empowering these groups and enhancing their socio-economic opportunities.                                                                                                                                                                                                                                                                                                                 |      |     |     |      |      |      |      |                  |           |      |
| 173 | <p>Number of Livelihood Income Generating Activities (IGAs) with approved business plans that are set up within six months of receiving livelihood grant Support.</p> <p><i>This indicator intends to measure the total number of livelihood income-generating activities (IGAs) that have established operations within six months of receiving grant support, which indicates the effectiveness of the funding in facilitating timely business development and enhancing economic self-sufficiency among beneficiaries.</i></p> | 2021 | 611 | 611 | 611  | 611  | 611  | 611  | Quarter report   | Quarter   | DCDO |
| 174 | Number of eligible beneficiary households receiving enhanced livelihood support including appropriate basic and skill training and livelihood grant (Number).                                                                                                                                                                                                                                                                                                                                                                     | 2021 | 611 | 611 | 1554 | 1554 | 1554 | 1554 | Training Reports | Quarterly | DCDO |

|     |                                                                                                                                                                                                                                                                                                                                                                                  |      |    |    |    |     |     |     |                        |           |      |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----|----|----|-----|-----|-----|------------------------|-----------|------|
|     | <i>This indicator intends to measure the total number of eligible beneficiary households that receive enhanced livelihood support, which includes access to relevant basic and skills training alongside livelihood grants, reflecting efforts to improve their economic stability and self-sufficiency.</i>                                                                     |      |    |    |    |     |     |     |                        |           |      |
| 175 | <p>Number of PWP sub-projects/community assets created through PSSN Program (cumulative).</p> <p><i>This indicator intends to measure the cumulative number of public works projects (PWP) or community assets created through the Productive Social Safety Nets (PSSN) Program, reflecting the program's impact on infrastructure development and community resilience.</i></p> | 2021 | 72 | 72 | 98 | 102 | 102 | 102 | Report                 | Quarterly | DCDO |
| 176 | <p>% Proportion of children in beneficiary households aged 0-24 months old attending health facilities regularly (95)</p> <p><i>This indicator intends to measure the percentage of children aged 0-24 months in</i></p>                                                                                                                                                         | 2021 | 10 | 45 | 45 | 50  | 50  | 50  | TASAF reporting system | Quarterly | DCDO |

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |      |     |     |      |      |      |      |                        |           |      |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|------|------|------|------|------------------------|-----------|------|
|     | <i>beneficiary households who regularly attend health facilities, with a target of 95%, highlighting the SDC program's effectiveness in ensuring access to essential healthcare services for early childhood development and well-being.</i>                                                                                                                                                                                                                                                    |      |     |     |      |      |      |      |                        |           |      |
| 177 | <p>% Proportion of children in beneficiary households aged 6-18 years enrolled in primary schools with more than 80% of attendance a month.</p> <p><i>This indicator intends to measure the percentage of children aged 6-18 years in beneficiary households who are enrolled in primary schools and maintain an attendance rate of over 80% per month, assessing the effectiveness of support programs in promoting educational engagement and stability among vulnerable populations.</i></p> | 2022 | 100 |     | 100  | 100  | 100  | 100  | TASAF reporting system | Quarterly | DCDO |
| 178 | <p>Number of eligible children in beneficiary Households linked to secondary school.</p> <p><i>This indicator intends to measure the number of eligible children from</i></p>                                                                                                                                                                                                                                                                                                                   | 2021 | 611 | 611 | 1554 | 1554 | 1554 | 1554 | Training Reports       | Quarterly | DCDO |

|     |                                                                                                                                                                                                                                                                                                                                                                          |      |     |     |     |     |     |     |                 |           |      |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|-----------------|-----------|------|
|     | beneficiary households who are successfully linked to secondary schools, reflecting the program's efforts to enhance educational access and continuity for youth among disadvantaged communities.                                                                                                                                                                        |      |     |     |     |     |     |     |                 |           |      |
| 179 | <p>Proportion of beneficiary household receiving disability benefit.</p> <p><i>This indicator intends to measure the proportion of beneficiary households that receive disability benefits, assessing the SDC inclusiveness and effectiveness of social support programs in addressing the needs of individuals with disabilities within vulnerable communities.</i></p> | 2021 | 72  | 72  | 128 | 102 | 102 | 102 | Report          | Quarterly | DCDO |
| 180 | <p>% Increase of social protection coverage for GBV groups.</p> <p><i>This indicator intends to measure the percentage increase in social protection coverage specifically for groups affected by gender-based violence (GBV), evaluating the SDC interventions at enhancing</i></p>                                                                                     | 2021 | 40% | 40% | 60% | 70% | 75% | 90% | MTAKUWWA Report | Quarterly | DCDO |

|     |                                                                                                                                                                                                                                                                                                                                                                    |      |     |     |     |     |     |     |        |           |      |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|--------|-----------|------|
|     | support and resources for vulnerable populations facing such challenges.                                                                                                                                                                                                                                                                                           |      |     |     |     |     |     |     |        |           |      |
| 181 | <p>Number of wards reached by Ant-Gender Based Violence campaign.</p> <p><i>This indicator intends to measure the number of wards that have been reached by anti-gender-based violence (GBV) campaigns, reflecting the campaign's geographical outreach and its effectiveness in raising awareness and promoting prevention strategies within communities.</i></p> | 2021 | 21  | 21  | 21  | 21  | 21  | 21  | Report | Quarterly | DCDO |
| 182 | <p>% Increase of social protection coverage for GBV groups.</p> <p><i>This indicator intends to measure the number of wards that have been reached by anti-gender-based violence (GBV) campaigns, reflecting the SDC campaign's geographical outreach and its effectiveness in raising awareness and promoting prevention strategies within communities.</i></p>   | 2021 | 40% | 40% | 50% | 65% | 70% | 90% | Report | Quarterly | DCDO |



|                                                                       |                                                                                                                                                                                                                                                                                                                                                        |      |     |     |     |     |     |     |                |           |         |
|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|----------------|-----------|---------|
| 183                                                                   | <p>Number of wards reached by Ant-Gender Based Violence campaign</p> <p><i>This indicator aims to measure the number of wards that have been targeted by anti-gender-based violence (GBV) campaigns, assessing the extent of community engagement and the campaign's effectiveness in addressing and mitigating GBV issues at the local level.</i></p> | 2021 | 21  | 21  | 21  | 21  | 21  | 21  | Report         | Quarterly | DCDO    |
| Objective G: Management of Natural Resources and Environment Improved |                                                                                                                                                                                                                                                                                                                                                        |      |     |     |     |     |     |     |                |           |         |
| 184                                                                   | <p>% Improve of environmental health, hygiene practices and sanitation capacity at all Health Facilities.</p> <p><i>This indicator intends to measure the effectiveness of SDC initiatives aimed at enhancing cleanliness and safety standards in healthcare settings.</i></p>                                                                         |      | 30% | 32% | 54% | 66% | 78% | 80% | DHSWNSO Report | QUARTER   | DHSWNSO |
| 185                                                                   | <p>% decrease of diseases caused by inadequate water, sanitation and hygiene (WASH).</p> <p><i>This indicator intends to measure the effectiveness of</i></p>                                                                                                                                                                                          |      | 40% | 38% | 36% | 34% | 32% | 30% | DHSWNSO Report | QUARTER   | DHSWNSO |

|     |                                                                                                                                                                                                                                                                      |      |     |     |     |     |     |     |               |           |        |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|---------------|-----------|--------|
|     | SDC's interventions aimed at reducing the incidence of illnesses linked to poor water and sanitation conditions.                                                                                                                                                     |      |     |     |     |     |     |     |               |           |        |
| 186 | % Reduced Deforestation Rate (Acre/Ha).<br><br><i>This indicator intends to measure the effectiveness of conservation efforts in decreasing the loss of forested areas.</i>                                                                                          | 2021 | 65% | 60% | 45% | 30% | 20% | 15% | DNRECO Report | Quarterly | DNRECO |
| 187 | % Increased consumption of alternative charcoal/energy.<br><br><i>This indicator intends to measure the shift towards and adoption of more sustainable energy sources as substitutes for traditional charcoal.</i>                                                   | 2021 | 20% | 20% | 24% | 30% | 34% | 40% | DNRECO Report | Quarterly | DNRECO |
| 188 | % of large projects/ business complying with approved Environmental and Social Impact Assessment (EIA) and audit regulations.<br><br><i>This indicator intends to measure the adherence to environmental and social standards in project planning and execution.</i> | 2021 | NA  | 10% | 15% | 20% | 25% | 30% | DNRECO Report | Quarterly | DNRECO |
| 189 | % reduced land degradation.<br><br><i>This indicator intends to measure the SDC efforts</i>                                                                                                                                                                          | 2021 | 56% | 56% | 60% | 65% | 76% | 80% | DNRECO Report | Quarterly | DNRECO |

|     |                                                                                                                                                                                                                                                                                                   |      |     |     |     |     |     |      |                          |           |        |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|------|--------------------------|-----------|--------|
|     | <i>aimed at restoring and preserving land quality and productivity</i>                                                                                                                                                                                                                            |      |     |     |     |     |     |      |                          |           |        |
| 190 | <p>% of forest area under conservation.</p> <p><i>This indicator intends to measure the extent to which forested land is protected and managed for biodiversity preservation and sustainable use.</i></p>                                                                                         | 2021 | 18% | 36% | 54% | 72% | 90% | 100% | DNRECO activities Report | Quarterly | DNRECO |
| 191 | <p>% reduced poaching, illegal harvesting and trade of wildlife, forest, bee and antiquities resources.</p> <p><i>This indicator intends to measure conservation efforts of SDC in reducing poaching, illegal harvesting, and trade of wildlife, forest resources, bees, and antiquities.</i></p> | 2021 | 60% | 55% | 50% | 45% | 35% | 25%  | DNRECO activities Report | Quarterly | DNRECO |
| 192 | <p>Number of bees' keeping micro-income generating project established.</p> <p><i>This indicator intends to measure efforts of the SDC to promote sustainable livelihoods and environmental conversation by increasing number of micro-incomes generating projects established for</i></p>        | 2021 | 50  | 50  | 53  | 55  | 58  | 60   | DNRECO activities Report | Quarterly | DNRECO |

|     |                                                                                                                                                                                                                                                                                            |      |          |        |          |        |         |          |                          |           |        |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|--------|----------|--------|---------|----------|--------------------------|-----------|--------|
|     | beekeeping.                                                                                                                                                                                                                                                                                |      |          |        |          |        |         |          |                          |           |        |
| 193 | <p>Number of bee hives installed.</p> <p><i>This indicator intends to measure the total number of bee hives installed, as initiatives and efforts of SDC to enhance pollinator populations.</i></p>                                                                                        | 2021 | 13123    | 13123  | 13246    | 13368  | 13485   | 13672    | DNRECO activities Report | Quarterly | DNRECO |
| 194 | <p>Average honey production per hives forest</p> <p><i>This indicator intends to measure the average honey production per hive</i></p>                                                                                                                                                     | 2021 | 26 tones | 26tone | 60 tones | 94tone | 130tone | 164 Tone | DNRECO activities Report | Quarterly | DNRECO |
| 195 | <p>Number of refuse bays (collection points) constructed</p> <p><i>This indicator intends to measure the number of refuse bays or collection points constructed, assessing the ability of SDC in improvements of waste management infrastructure and community sanitation efforts.</i></p> | 2021 | 0        | 0      | 0        | 1      | 1       | 1        | DWMSO Report             | QUARTER   | DWMSO  |
| 196 | <p>% improvement of cleanliness in 5 centres.</p> <p><i>The indicator intends to</i></p>                                                                                                                                                                                                   | 2021 | 20%      | 31%    | 35       | 46%    | 53%     | 60%      | DWMSO Report             | Quarterly | DWMSO  |

|                                                               |                                                                                                                                                                                                                                                                                                        |      |     |     |     |     |     |     |              |           |       |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|--------------|-----------|-------|
|                                                               | <i>measure ability of SDC on effectiveness of sanitation and hygiene initiatives by improving cleanliness across five designated centers.</i>                                                                                                                                                          |      |     |     |     |     |     |     |              |           |       |
| 197                                                           | <p>Level of compliance to environmental policy, EMA, guidelines and environment quality standards increased.</p> <p><i>The indicator measures the level of compliance and enforcement of environmental policies, guidelines, and environmental quality standards.</i></p>                              | 2021 | 15% | 26% | 34% | 57% | 65% | 70% | DWMSO Report | Quarterly | DWMSO |
| Objective H: Local Economic Development Coordination Enhanced |                                                                                                                                                                                                                                                                                                        |      |     |     |     |     |     |     |              |           |       |
| 198                                                           | <p>Number of community self-help projects initiated</p> <p><i>This indicator intends to measure the ability of SDC to promote engagement of grassroots level and collaboration with SDC community in addressing local needs and improving socio-economic conditions through collective action.</i></p> | 2021 | 5   | 15  | 15  | 20  | 20  | 34  | REPORT       | Quarterly | DCDO  |
| 199                                                           | <p>Number of wards and villages facilitated community self-help initiatives.</p>                                                                                                                                                                                                                       | 2021 | 21  | 21  | 21  | 21  | 21  | 21  | REPORT       | Quarterly | DCDO  |

|     |                                                                                                                                                                                                                                                                                   |      |     |    |    |     |     |     |        |           |       |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|----|----|-----|-----|-----|--------|-----------|-------|
|     | <i>This indicator intends to measure the extent of support provided to promote local empowerment.</i>                                                                                                                                                                             |      |     |    |    |     |     |     |        |           |       |
| 200 | <p>% of community initiatives/projects received moral, technical and financial support.</p> <p><i>This indicator intends to measure the level of external assistance and resources provided to enhance the effectiveness and sustainability of local development efforts.</i></p> | 2023 | 611 | -  | -  | 80% | 90% | 95% | REPORT | Quarterly | DCDO  |
| 201 | <p>Number of Wards and village with facilitators.</p> <p><i>This indicator intends to measure the availability of trained individuals who support and guide community development efforts, enhancing local capacity for initiative implementation and self-help.</i></p>          | 2021 | 84  | 84 | 84 | 84  | 84  | 84  | REPORT | Quarterly | DCDO  |
| 202 | <p>Number of proposals writes-up developed and submitted.</p> <p><i>This indicator intends to measure the SDC ability and effort in seeking funding or support for projects aimed at</i></p>                                                                                      | 2021 | 2   | 4  | 8  | 12  | 16  | 20  | REPORT | Quarterly | DITIO |

|     |                                                                                                                                                                                                                                    |      |     |     |     |     |     |      |                                                                          |           |       |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|------|--------------------------------------------------------------------------|-----------|-------|
|     | community development and increasing revenue.                                                                                                                                                                                      |      |     |     |     |     |     |      |                                                                          |           |       |
| 203 | Number of potentials candidate projects identified<br><br><i>This indicator intends to measure the SDC ability and effort in identifying potential candidate projects for investments.</i>                                         | 2021 | 2   | 4   | 8   | 12  | 16  | 20   | REPORT                                                                   | Quarterly | DITIO |
| 204 | Number of proposals writes-up developed and submitted<br><br><i>This indicator intends to measure the SDC ability and effort in seeking funding or support for projects aimed at community development and increasing revenue.</i> | 2021 | 2   | 4   | 8   | 12  | 16  | 20   | REPORT                                                                   | Quarterly | DITIO |
| 205 | % completion and Operationalization of industries and investment area register.<br><br><i>This indicator intends to measure the progress in establishing a systematic inventory of industrial and investment opportunities.</i>    | 2021 | N/A | 25% | 30% | 40% | 70% | 100% | Report from Land Officer of total number of registered investment areas. | Annually  | DITIO |
| 206 | Number of new investments and/or business expansions<br><br><i>This indicator intends to measure economic growth by tracking the creation of new businesses or the</i>                                                             | 2021 | 736 | 102 | 230 | 430 | 524 | 800  | Report of registered businesses                                          | Quarterly | DITIO |

|     |                                                                                                                                                                                                                                                                                                  |      |     |    |    |    |    |     |                                                          |           |       |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|----|----|----|----|-----|----------------------------------------------------------|-----------|-------|
|     | <i>expansion of existing ones with increase in Council revenue collection</i>                                                                                                                                                                                                                    |      |     |    |    |    |    |     |                                                          |           |       |
| 207 | <p>Council investment profile developed/revised and in Place</p> <p><i>This indicator intends to measure efforts of the SDC in establishing a structured approach to identifying, assessing, and prioritizing investment opportunities to enhance local economic growth and development.</i></p> | 2021 | N/A | No | No | No | No | Yes | Investment profile Document                              | Annually  | DITIO |
| 208 | <p>Number of key sectors and opportunities identified in the investment assessment.</p> <p><i>This indicator intends to measure ability of SDC in evaluating potential areas for investment while highlighting strategic priorities for economic development.</i></p>                            | 2021 | 8   | 12 | 15 | 15 | 18 | 20  | Report of total number of sectors investment assessment. | Quarterly | DITIO |
| 209 | <p>Number of priority investment projects initiated.</p> <p><i>This indicator measures the SDC's commitment to advancing key strategic initiatives that are expected to drive economic growth and development.</i></p>                                                                           | 2021 | 2   | 2  | 3  | 3  | 4  | 7   | Report of total number of investment projects initiated  | Annually  | DITIO |



|     |                                                                                                                                                                                                                                                                                                       |      |     |     |     |     |     |     |                               |           |       |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|-------------------------------|-----------|-------|
| 210 | <p>Number of stakeholders (business leaders, government officials, etc.) attended the forums.</p> <p><i>The indicator measure number and types of stakeholders participated in the business or platforms that are dedicated to promoting business and investment opportunities at SDC.</i></p>        | 2021 | 260 | 360 | 400 | 560 | 580 | 800 | Report of Business for Forums | Annually  | DITIO |
| 211 | <p>Increase in the number of SMEs accessing financing.</p> <p><i>This indicator intends to measure effectiveness of initiatives aimed at improving financial support and resources available to small and medium-sized enterprises of SDC</i></p>                                                     | 2021 | 176 | 207 | 234 | 285 | 351 | 405 | Report of registered SMEs     | Quarterly | DITIO |
| 212 | <p>Changes in local business activity indicators, such as the number of new businesses registered or investment levels.</p> <p><i>This indicator intends to measure the economic vitality and growth potential of a SDC community, reflecting the overall health of its business environment.</i></p> | 2021 | 176 | 207 | 234 | 285 | 351 | 405 | Report of registered SMEs     | Quarterly | DITIO |
| 213 | % Increase in total revenue                                                                                                                                                                                                                                                                           | 2021 | 50% | 53% | 54% | 55% | 70% | 80% | Annual revenue                | Annually  | DITIO |

|                                                         |                                                                                                                                                                                                                                                                                                                 |      |     |     |     |     |     |      |                           |          |         |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|------|---------------------------|----------|---------|
|                                                         | <p>collected from business licenses, liquor licenses, hotel levies, service levies, and business advertisement fees.</p> <p><i>This indicator intends to measure the effectiveness of SDC business and economic policies and the growth of the business sector in generating income for the government.</i></p> |      |     |     |     |     |     |      | report                    |          |         |
| Objective I: Emergence and Disaster Management Enhanced |                                                                                                                                                                                                                                                                                                                 |      |     |     |     |     |     |      |                           |          |         |
| 214                                                     | <p>% of essential medicines and medical supplies available in emergency Stockpiles</p> <p><i>This indicator intends to measure the SDC's readiness and adequacy of a healthcare system to respond to emergencies and ensure timely access to essential medicines and medical supplies</i></p>                   | 2021 | 90% | 92% | 94% | 96% | 98% | 100% | Elmis                     | Annually | DHSWNSO |
| 214                                                     | <p>% of required health worker positions filled and deployed to emergency response.</p> <p><i>This indicator intends to measure the effectiveness of staffing efforts of SDC in</i></p>                                                                                                                         | 2021 | 50% | 56% | 60% | 80% | 90% | 100% | Emergency response report | Annually | DHSWNSO |

|     |                                                                                                                                                                                                                                                               |      |     |     |     |     |     |     |                                             |          |         |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|---------------------------------------------|----------|---------|
|     | ensuring adequate healthcare personnel are available to address emergencies and provide timely medical assistance.                                                                                                                                            |      |     |     |     |     |     |     |                                             |          |         |
| 215 | % of affected populations receiving psychological support services.<br><br><i>This indicator intends to measure the effectiveness of mental health interventions of SDC in addressing the psychological impacts of crises or disasters on communities.</i>    | 2021 | 45% | 58% | 65% | 72% | 85% | 90% | Social Welfare reports                      | Annually | DHSWNSO |
| 216 | % of vulnerable populations with acceptable food security levels.<br><br><i>This indicator intends to measure the effectiveness of SDC interventions aimed at ensuring that at-risk groups have reliable access to sufficient, safe, and nutritious food.</i> | 2021 | 45% | 55% | 60% | 70% | 80% | 90% | Agriculture, livestock and fisheries report | Annually | DALFO   |
| 217 | % of local communities engaged in disease surveillance and reporting mechanisms.<br><br><i>This indicator intends to measure the extent of SDC community involvement in monitoring health threats</i>                                                         | 2021 | 10% | 30% | 50% | 60% | 70% | 80% | Agriculture, livestock and fisheries report | Annually | DALFO   |

|     |                                                                                                                                                                                                                                                                     |      |     |     |     |     |     |      |                                             |           |       |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|------|---------------------------------------------|-----------|-------|
|     | and contributing to public health responses.                                                                                                                                                                                                                        |      |     |     |     |     |     |      |                                             |           |       |
| 218 | <p>% of vulnerable populations with acceptable food security levels</p> <p><i>This indicator intends to measure the effectiveness of SDC interventions aimed at ensuring that at-risk groups have reliable access to sufficient, safe, and nutritious food.</i></p> | 2021 | 65  | 70  | 80  | 85  | 90  | 95   | Agriculture, livestock and fisheries report | Annually  | DALFO |
| 219 | <p>% implementation of comprehensive emergency response plans</p> <p><i>This indicator intends to measure the degree to which established plans of SDC for managing emergencies are effectively executed and operationalized.</i></p>                               |      | N/A | 60% | 65% | 70% | 75% | 80%  | DWMSO Report                                | Quarterly | DWMSO |
| 220 | <p>% of data recovery solutions</p> <p><i>This indicator intends to measure the effectiveness and readiness of systems in place to restore and secure critical data.</i></p>                                                                                        | 2021 | 60% | 67% | 74% | 81% | 88% | 100% | 3 ways of recovery plan                     | Quarterly | DICTO |
| 221 | % of staff trained on data management and security practices.                                                                                                                                                                                                       | 2021 | 50% | 60% | 70% | 80% | 90% | 100% | staff trained                               | Quarterly | DICTO |

|                                                        |                                                                                                                                                                                                                                          |      |      |      |      |      |     |      |                                               |           |         |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|-----|------|-----------------------------------------------|-----------|---------|
|                                                        | <i>This indicator intends to measure the extent to which SDC's employees are equipped with the knowledge and skills necessary to handle and protect data effectively.</i>                                                                |      |      |      |      |      |     |      |                                               |           |         |
| 222                                                    | % of CCTV and biometric systems installed<br><br><i>This indicator intends to measure the extent to which surveillance and identification technologies are implemented to enhance security, supervision and monitoring capabilities.</i> | 2021 | 0    | 20%  | 40%  | 60%  | 80% | 100% | CCTV and biometric systems installed          | Quarterly | DICTO   |
| 223                                                    | % of critical areas covered by CCTV surveillance.<br><br><i>This indicator intends to measure the extent of implementation of security technologies designed to enhance monitoring and access control in critical area.</i>              | 2021 | 0    | 20%  | 40%  | 60%  | 80% | 100% | Critical Areas monitored by CCTV Surveillance | Quarterly | DICTO   |
| Objective Y: Multisectoral Nutrition Services Improved |                                                                                                                                                                                                                                          |      |      |      |      |      |     |      |                                               |           |         |
| 224                                                    | % reduction in stunting levels among children aged 0 – 59 months<br><br><i>This indicator intends to measure the effectiveness of SDC health and nutrition</i>                                                                           | 2021 | 2.4% | 2.3% | 2.2% | 1.5% | 1%  | 0.6% | IMES DATA                                     | Annually  | DHSWNSO |

|     |                                                                                                                                                                                                                                                                                                    |      |       |       |       |       |       |       |           |          |         |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------|-------|-------|-------|-------|-------|-----------|----------|---------|
|     | <i>interventions aimed at improving child growth and development, reflecting progress in addressing malnutrition</i>                                                                                                                                                                               |      |       |       |       |       |       |       |           |          |         |
| 225 | Prevalence of wasting (weight for height) among children 0-59 months<br><br><i>This indicator intends to measure the proportion of children who are undernourished due to acute malnutrition, indicating the severity of nutritional deficiencies and health risks</i>                             | 2021 | 4.2%  | 4%    | 3%    | 2%    | 1.5%  | 1%    | IMES DATA | Annually | DHSWNSO |
| 226 | Prevalence of low birth weight (LBW) at birth (Less than 3)<br><br><i>This indicator intends to measure the proportion of newborns who are underweight, reflecting maternal health, nutrition, and access to prenatal care, and indicating potential risks for infant morbidity and mortality.</i> | 2021 | 3.8%  | 3.5%  | 3%    | 2.5%  | 2%    | 1.5%  | DHIS 2    | Annually | DHSWNSO |
| 227 | Prevalence of overweight among children 0 – 59 months (Less than 5)<br><br><i>This indicator intends to <b>measure</b> the proportion of young children who have</i>                                                                                                                               | 2021 | 0.08% | 0.05% | 0.04% | 0.03% | 0.02% | 0.01% | IMES DATA | Annually | DHSWNSO |

|     |                                                                                                                                                                                                                                                                                                                                                                       |      |        |       |       |       |       |       |        |          |         |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------|-------|-------|-------|-------|-------|--------|----------|---------|
|     | excess weight for their height, indicating potential issues related to nutrition, lifestyle, and health risks                                                                                                                                                                                                                                                         |      |        |       |       |       |       |       |        |          |         |
| 228 | <p>Rate of Exclusive Breast Feeding (EBF) – 65</p> <p><i>This indicator intends to measure the proportion of infants under six months who are exclusively breastfed, indicating the effectiveness of breastfeeding practices and maternal support in promoting infant health and nutrition.</i></p>                                                                   | 2021 | 97%    | 97.4% | 98%   | 98.2% | 98.4% | 97%   | DHIS 2 | Annually | DHSWNSO |
| 229 | <p>Number of children receiving targeted nutritional interventions (e.g., supplements, fortified foods) per year.</p> <p><i>This indicator intends to measure effectiveness of SDC programs aimed at improving child nutrition through supplements and fortified foods, reflecting efforts to combat malnutrition and enhance overall health outcomes of SDC.</i></p> | 2021 | 316035 | 31635 | 33664 | 38466 | 40320 | 42886 | DHIS 2 | Annually | DHSWNSO |
| 230 | % reduced overweight among adults aged 15-49 years (29)                                                                                                                                                                                                                                                                                                               | 2021 | 36%    | 34.7% | 32.3% | 31.7% | 30.1% | 29%   | DHIS 2 | Annually | DHSWNSO |

|     |                                                                                                                                                                                                                                                                                                                  |      |       |       |       |     |       |     |        |          |         |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------|-------|-------|-----|-------|-----|--------|----------|---------|
|     | <i>This indicator intends to measure the effectiveness of SDC on public health initiatives and interventions aiming at decreasing the prevalence of overweight individuals in this age group, reflecting improvements in lifestyle, nutrition, and overall health.</i>                                           |      |       |       |       |     |       |     |        |          |         |
| 240 | <p>Annual percentage of newborns breastfed within one hour after birth, monitored through health facility record</p> <p><i>This indicator intends to measure the effectiveness of healthcare practices in promoting early initiation of breastfeeding, which is crucial for infant health and nutrition.</i></p> | 2021 | 96.4% | 96.6% | 96.8% | 97% | 97.6% | 98% | DHIS 2 | Annually | DHSWNSO |
| 241 | <p>Number of workshops and seminars conducted in schools and communities to raise awareness about nutrition.</p> <p><i>This indicator intends to measure the level of engagement and education efforts of SDC aiming at improving nutritional knowledge and practices among children and families.</i></p>       | 2021 | 2     | 2     | 2     | 3   | 4     | 4   | DHIS 2 | Annually | DHSWNSO |



|     |                                                                                                                                                                                                                                                                                                                              |      |     |     |     |     |     |     |                                             |          |       |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----|-----|-----|-----|-----|---------------------------------------------|----------|-------|
| 242 | <p>Number of school gardens/farms with a focus on diverse crops established</p> <p><i>This indicator intends to measure number of efforts initiated by SDC to enhance agricultural and nutrition education, promote healthy eating, and foster sustainable food practices among students and schools</i></p>                 | 2021 | 5   | 5   | 10  | 15  | 15  | 15  | Agriculture, livestock and fisheries report | Annually | DALFO |
| 243 | <p>Percentage of students and community members engaging in nutrition education initiatives.</p> <p><i>This indicator intends to measure ability of SDC to raise level of participation in programs aimed at improving nutritional knowledge and healthy lifestyle within the community of Singida District Council.</i></p> | 2021 | 20% | 43% | 45% | 57% | 50% | 50% | Agriculture, livestock and fisheries report | Annually | DALFO |
| 244 | <p>Number of agricultural extension officer trained on nutrition education</p> <p><i>This indicator intends to measure ability of SDC in enhancing capacity-building programmes aimed at equipping extension offers with knowledge to promote</i></p>                                                                        | 2021 | 26  | 35  | 40  | 40  | 45  | 45  | Agriculture, livestock and fisheries report | Annually | DALFO |

|     |                                                                                                                                                                                                                                                                                 |      |   |   |   |   |   |   |                                             |          |       |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---|---|---|---|---|---|---------------------------------------------|----------|-------|
|     | <i>better nutritional practices among farmers and the SDC communities.</i>                                                                                                                                                                                                      |      |   |   |   |   |   |   |                                             |          |       |
| 245 | <p>Number of nutritious' seeds crops to support the availability of nutritious produce provided.</p> <p><i>This indicator intends to measure the SDCs' efforts to enhance food security and improve dietary quality by promoting the cultivation of nutrient-rich crops</i></p> | 2021 | 2 | 2 | 3 | 4 | 4 | 4 | Agriculture, livestock and fisheries report | Annually | DALFO |



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