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ACRONYMS

| | |
|-------------------------|--|
| AASAHRM | Assistant Administrative Secretary for Administration and Human Resources Management |
| AASEPC | Assistant Administrative Secretary for Economic and Production Sectors |
| AASEVT | Assistant Administrative Secretary for Education and Vocational Training (also known as Regional Education Officer -REO) |
| AASIS | Assistant Administrative Secretary for Infrastructure Sector |
| AASITI | Assistant Administrative Secretary for Industry, Trade and Investment |
| AASMMI | Assistant Administrative Secretary for Management, Monitoring and Inspection |
| AASPC | Assistant Administrative Secretary for Planning and Coordination |
| ACAP | Anti-Corruption Action Plan |
| ARV | Anti-retroviral virus |
| CA | Chief Accountant |
| CBOs | Community Based Organizations |
| CDPs | Councils Development Plans |
| CIA | Certified Internal Auditor |
| CISA | Certified Information System Auditor |
| CPD | Continuous Professional Development |
| DAS-Iringa | District Administrative Secretary for Iringa District |
| DAS-Kilolo | District Administrative Secretary for Kilolo District |
| DAS-Mufindi | District Administrative Secretary for Mufindi District |
| <i>Dira 2050</i> | Tanzania Development Vision 2050 |
| FBOs | Faith Based Organizations |
| FDIs | Foreign Direct Investments |
| FEFO | First Expire First Out |
| FYDP-IV | Five-Year Development Plan – Phase IV |
| GBV | Gender Based Violence |
| GDP | Gross Domestic Product |
| HCDU | Head of Community Development Unit |
| HGCU | Head of Government Communication Unit |
| HICT | Head of ICT Unit |
| HIV | Human Immunodeficiency Virus |
| HLU | Head of Legal Unit |
| HMEU | Head of Monitoring and Evaluation Unit |
| HPMU | Head of Procurement Management Unit |
| ICT | Information Communication Technology |
| ICT | Information Communication Technology |
| IFA | Iron and Folic Acid |
| IRUWASA | Iringa Utilities and Water Supplies Authority |
| LGAs | Local Government Authorities |
| MC | Municipal Council |
| MTEF | Medium-Term Expenditure Framework |
| NCDs | Non-Communicable Diseases |
| NGOs | Non-Governmental Organizations |
| OSHA | Occupational Safety and Health Authority |
| OSR | Own Source Revenue |
| PCCB | Prevention and Combating of Corruption Bureau |
| PLHIV | People Living with HIV |

| | |
|---------------------|--|
| PMG | Planning and Management Guide |
| PMO | Prime Minister's Office |
| PMO-RALG | Prime Minister's Office – Regional Administration and Local Government |
| PO-PSM | President's Office - Public Service Management |
| PPP | Public - Private Partnership |
| RDP | Regional Development Plan |
| RMO | Regional Medical Officer |
| RPM | Ruling Party Manifesto |
| RUWASA | Rural Water Supplies and Sanitation Agency |
| SDGs | Sustainable Development Goals |
| SHIMIVUTA | Shirikisho la Michezo ya Vyuo vya Elimu ya Juu Tanzania |
| SMART | Specific Measurable Achievable Realistic and Time-bound |
| TANESCO | Tanzania Electric Supplies Company |
| TANROADS | Tanzania National Roads Agency |
| TARURA | Tanzania Rural and Urban Roads Agency |
| TC | Town Council |
| TDV 2050 | Tanzania Development Vision 2050 |
| UMISETA | Umoja wa Michezo ya Shule za Sekondari Tanzania |
| UMITASHUMITA | Umoja wa Michezo na Taaluma kwa Shule za Msingi Tanzania |
| VCT | Voluntary Counselling and Testing |
| WASH | Water, Sanitation and Hygiene |

DEFINITION OF KEY TERMS

| | |
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| Accountability | Responsibility to explain, justify, and take ownership of one's actions and their results |
| Activities | Any things someone actively does rather than something that just happens |
| Business Process Re-engineering | Fundamental redesign of business processes to achieve major improvements in performance such as cost, quality, speed, and service |
| Comparative Advantages | The ability of an individual, business, or country to produce a good or service at a lower opportunity cost than others |
| Development Priorities | The key areas or goals that are given the most importance to guide decisions and actions for growth and improvement |
| Food Basket | A selected group of basic food items used to measure the cost of living and assess nutritional needs of a population |
| Food Crops | Plants grown primarily to be eaten by people, providing energy and nutrients needed for survival and health |
| Food Surplus | The amount of food produced that is more than what is needed for immediate consumption |
| Forecasting | Predicting future events or outcomes based on available information and past data |
| Human Capital | The skills, knowledge, education, and abilities that people have, which help them work productively and contribute to economic growth. It focuses on the quality of those people, such as their skills, education, and experience. |
| Human Resources | The people who are available and able to work in an organization or country. It focuses on the number of people available to work. |
| Impact | Long-term and strong effect or influence that something has on a situation, person, or outcome |
| Inclusive Economy/Development | Economy or development that benefits all people by reducing inequality and ensuring everyone has access to opportunities, resources, and services |
| Innovation | Introduction of new ideas, methods, or products that improve how things are done |
| Input | Any resource—such as money, materials, labour, or information—used to produce goods or services |
| Limited Value Addition | A situation where raw materials or products undergo minimal processing, so their economic worth or market value increases only slightly |
| Operational Efficiency | The ability of an organization or system to use its resources in the best way possible to produce goods or services with minimal waste and cost |
| Outcome | The result or effect of an action, process, or event. |

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| Output | The quantity of goods or services produced from a process or system |
| Planning and Management Guide | A document produced by PMO-RALG that provides instructions, strategies, and best practices to help organize, plan, and manage activities effectively |
| Poverty Eradication | The process of eliminating extreme poverty by improving access to resources, opportunities, and basic needs like food, education, and healthcare |
| Production | The process of creating goods or services by using resources such as labour, raw materials, and machinery |
| Productivity | The measure of how efficiently goods or services are produced, usually expressed as the amount produced per unit of input (like labour or materials) |
| Project Cost Overruns | Cost escalation to a project due to underestimates or delays in implementation. They occur when the actual expenses of a project exceed the originally planned or budgeted costs. |
| Regional GDP | The total value of all goods and services produced within a region's borders over a specific period, usually a year |
| Regional GDP Per-capita | The average economic output per person in a region, calculated by dividing the region's GDP by its total population |
| Resilient Economy/Development | An economy or development that can withstand, adapt to, and quickly recover from shocks, crises, or unexpected challenges while maintaining growth and stability |
| Resources Utilization | Efficient and effective use of available resources—such as labour, money, materials, and time—to achieve desired goals or produce goods and services |
| Results-Based Management | A management approach that focuses on planning, monitoring, and evaluating activities to achieve specific, measurable outcomes and impacts |
| Ruling Party Manifesto | A public document issued by the political party in power (CCM in that case), outlining its policies, plans, and promises for governance and development |
| Social Protection | A set of government programs and policies designed to reduce poverty and vulnerability by providing support like cash transfers, healthcare, or social services |
| Stunting | Impaired growth and development in children caused by chronic malnutrition, resulting in low height for their age |
| Sustainable Socio-Economic Development | Development that improves the well-being of people and the economy without depleting natural resources, ensuring long-term social, economic, and environmental stability |
| Transparency | Quality of being clear, open, or easy to see through. It works for both physical (like glass) and figurative (like honesty) uses |

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| Unemployment Rate | A measure of how many people who are able and willing to work cannot find a job. It is the percentage of the labour force that is unemployed and actively looking for work |
| Well-being of Citizens | Overall quality of life and happiness of the people in a country or community. It's about more than just income—it includes health, education, safety, comfort, and life satisfaction. |
| Youth Unemployment | The situation where young people who are able and willing to work cannot find a job. Usually, it focuses on people between the ages of 15 and 24 (sometimes up to 29, depending on the country). It is the percentage of young people in the labour force who are jobless but actively looking for work. |

STATEMENT BY THE REGIONAL COMMISSIONER



It is with great pride and a profound sense of responsibility that I present the Iringa Regional Secretariat Strategic Plan 2026/27–2030/31. This plan marks a defining moment in our region’s journey towards sustainable development, shared prosperity, and social well-being. Iringa envisions a future where every citizen has the opportunity to thrive, where innovation and economic dynamism drive growth, and where our natural and cultural heritage is preserved for generations to come. This Strategic Plan is our commitment to inclusive progress, ensuring that no one is left behind and that every individual can contribute meaningfully to the region’s development.

The plan sets a clear agenda for economic transformation. By strengthening agriculture, industry, and the service sectors, and by promoting innovation, entrepreneurship, and skills development; Iringa seeks to diversify its economy and create tangible employment opportunities for its people. Investments in modern technology, value addition, and sustainable business practices will enhance productivity, competitiveness and regional growth, positioning Iringa as a leading hub of economic opportunity within Tanzania.

Sustainability and environmental stewardship are central to our vision. Iringa is blessed with rich forests, rivers, wildlife, and fertile landscapes that are vital to our future. This Strategic Plan emphasizes responsible land use, conservation of biodiversity, renewable energy adoption, and climate-smart practices, ensuring that our growth today safeguards the well-being of generations yet to come. Economic progress and environmental protection must go hand in hand, and this plan seeks to strike that essential balance.

Ultimately, the success of this Strategic Plan depends on unity, collaboration, and shared purpose. I call upon government institutions, the private sector, civil societies, and our communities to work together in implementing this strategic plan and realize our vision. By aligning our efforts with national and global development frameworks, including the Tanzania Development Vision 2050 and the Sustainable Development Goals, we will transform Iringa into a resilient, inclusive, and globally connected region. Let this plan inspire action, foster innovation, and guide us toward an Iringa that is prosperous, equitable, and sustainable—a shining example of what we can achieve when we work together.

Hon. Kheri Denice James
IRINGA REGIONAL COMMISSIONER

STATEMENT OF THE REGIONAL ADMINISTRATIVE SECRETARY



The Iringa Regional Secretariat reaffirms its commitment to providing effective administrative and technical support to Local Government Authorities and other stakeholders to accelerate sustainable socio-economic development and improve the wellbeing of our citizens. This Strategic Plan for 2026/27–2030/31 is aligned with national development frameworks and sectoral policies such as Tanzania Development Vision 2050, Five-Year Development Plan IV (2026/27 – 2030/31), CCM Election Manifesto for 2025-2030, Presidential Speech by Honourable Dr. Samia Suluhu Hassan during inauguration of 13th Parliament in Dodoma City on 14th November 2025, and other regional and international policies and agreements such as Sustainable Development Goals (SDGs), the Africa Agenda 2063, SADC and East African Community Treaties and protocols. It sets out clear priorities aimed at strengthening institutional performance, service delivery, and good governance across the Region. It also reflects our commitment to respond decisively to emerging development challenges while maximizing the Region's comparative advantages in agriculture, natural resources, tourism, business and human capital.

The Plan adopts a strong results-based management approach, linking strategic objectives to clear outputs, outcomes, impacts and measurable indicators. Through strengthened coordination, enhanced monitoring and evaluation, and effective resource mobilization and utilization, the Regional Secretariat will ensure that interventions are efficiently and effectively implemented and that progress is regularly assessed and reported. Emphasis is placed on accountability, transparency, innovation, and the use of evidence to inform decision-making, enabling continuous learning and adaptive management throughout the implementation period.

Throughout the period, emphasis will focus on strengthening private sector growth, broadening revenue sources in councils through income generating projects, using council bonds for resources mobilization, and investments through public-private partnerships. Potential industrial parks, innovation hubs and centres, and mapping of investment areas have been prioritized amongst priorities for regional development.

Successful implementation of this Strategic Plan will require collective efforts of central and local government institutions, development partners, the private sector, civil society organizations, and the people of Iringa Region. As the Regional Administrative Secretary, I call upon all stakeholders to take ownership of this Plan and work collaboratively to translate its strategic intentions into tangible results. Together, we will strengthen public service delivery, promote inclusive and resilient development, and realize the long-term vision of a prosperous and well-governed Iringa Region.

Doris N. Kalasa
REGIONAL ADMINISTRATIVE SECRETARY

FOREWORD

The Iringa Regional Secretariat Strategic Plan for 2026/27–2030/31 envisions a bold and transformative future where Iringa fully harnesses its rich natural landscapes, vibrant human capital, and cultural heritage to become a beacon of sustainable development and shared prosperity. This plan is rooted in the belief that development must be inclusive, leaving no one behind, and empowering every citizen to contribute meaningfully to the region's growth. Through strategic investments in infrastructure, education, health, and social services, Iringa will nurture resilient communities, enhance human well-being, and foster a society where opportunity and dignity are accessible to all.

The Strategic Plan (2026/27–2030/31) outlines a focused and results-driven agenda to consolidate development gains and address persistent socio-economic challenges across the Region. The Plan is aligned with national development priorities articulated within Tanzania Development Vision 2050 in pursuing upper middle-income economy, after recent regional performance assessments, administrative data, and sectoral reviews. Iringa Region has continued to demonstrate steady progress in key social sectors, supported by improvements in governance, decentralization, and service delivery systems. This Strategic Plan seeks to sustain those gains while accelerating inclusive growth and improving quality of life for all residents.

In the health sector, Iringa Region has recorded notable improvements in access to primary healthcare services, with expanded coverage of health facilities and increased availability of essential health personnel at community level. Immunization coverage, maternal and child health service utilization, and community-based health insurance enrolment have shown positive trends, contributing to improved health outcomes. However, challenges remain in reducing maternal and neonatal mortality, reducing stunting, addressing non-communicable diseases, improving referral services, and ensuring consistent availability of medicines and medical equipment. The Strategic Plan prioritizes strengthening health systems, improving service quality, and enhancing preventive and promotive healthcare interventions.

In the education sector, the Region has achieved high enrolment rates at pre-primary and primary levels, with continued improvements in transition to secondary education following sustained investments in school infrastructure and teacher deployment. Literacy levels have improved, and community participation in education has strengthened. Despite these achievements, disparities persist in learning outcomes, classroom congestion in some LGAs, teacher shortages in science subjects, and limited access to technical and vocational education. The Plan emphasizes improving education quality, learning outcomes, skills development, and equitable access across all levels.

Across other socio-economic sectors, Iringa Region remains amongst key contributors to national agricultural production, particularly in food and cash crops, supporting livelihoods for most of the population. Progress has been made in rural road connectivity, access to clean and safe water, and expansion of energy services, which have supported economic activities and social wellbeing. Nonetheless, climate variability, environmental degradation, youth unemployment, and limited value addition continue to constrain growth. This Strategic Plan therefore focuses on strengthening economic infrastructure, promoting climate-resilient agriculture, supporting private sector participation, enhancing social protection, and mainstreaming cross-cutting issues such as HIV, gender equality and environmental sustainability.

At the core of this strategy lies the ambition to diversify and strengthen the region's economy. By promoting innovation, entrepreneurship, and value addition across agriculture, industry, and the service sector, Iringa seeks to unlock its full economic potential. Investments in technology, skills development, and sustainable business practices will drive competitiveness and create

vibrant employment opportunities, ensuring that prosperity is not abstract but tangible in the lives of every citizen.

Environmental stewardship and climate resilience form another cornerstone of this strategy. Recognizing that true progress cannot come at the expense of nature, the plan emphasizes sustainable land use, conservation of biodiversity, protection of water resources, and the adoption of renewable energy solutions. By embedding sustainability into every aspect of development, Iringa commits to safeguarding its natural heritage and ensuring that the region's growth today enhances the prospects of generations to come.

This strategic plan is ultimately a call to collective action, uniting government, private sector, civil societies, and communities around a shared vision of transformation. By aligning regional priorities with national and global frameworks, including the Tanzania Development Vision 2050 and the Sustainable Development Goals, Iringa aspires to become a model of resilient, inclusive, and forward-looking development. More than a roadmap, this plan is a pledge—to cultivate a region that is prosperous, equitable, environmentally conscious, and globally connected—a shining example of what vision, collaboration, and determination can achieve.

"Iringa stands at the threshold of a new era—a future where our potential knows no bounds and our aspirations define our destiny. The Strategic Plan 2026/27–2030/31 is more than a blueprint; it is a bold declaration of our commitment to transform our region into a beacon of opportunity, innovation, and sustainable prosperity. We envision communities where every citizen, regardless of background, can thrive; where growth is measured not only in economic terms but in the dignity, well-being, and empowerment of all.

This plan is a call to ignite economic dynamism through diversification, innovation, and creativity. From agriculture to industry, from services to technology, Iringa will embrace forward-thinking solutions that create jobs, nurture talent, and attract responsible investment. We will champion entrepreneurship, skills development, and modern practices that ensure our people are equipped for the challenges and opportunities of tomorrow.

At the heart of our vision is an unwavering commitment to sustainability. Iringa's forests, rivers, wildlife, and landscapes are not only our heritage—they are the foundation of our future. By protecting our environment, promoting climate-smart solutions, and embracing renewable energy, we will ensure that progress today strengthens the prospects of generations yet to come.

This Strategic Plan is also a rallying cry for unity, collaboration, and shared purpose. Government, private sector, civil societies, and communities will walk together, hand in hand, to realize a resilient, inclusive, and globally connected Iringa. With ambition, courage, and determination, we will turn vision into reality, challenges into future growth opportunities, and dreams into tangible progress. Together, we will build an Iringa that inspires, empowers, and shines as a model of transformative development for Tanzania and the world."

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND

Following ending of the Regional Secretariat Strategic Plan for the period 2020/21 - 2025/26, in the final financial year of implementation (2025/26) another strategic plan is developed for next five years in the period of 2026/27 - 2030/31, which are also the first phase of medium-term implementation of the Tanzania Development Vision 2050. The Regional Secretariat is mandated to coordinate administrative and developmental roles in Iringa region. The Region is divided into three districts of Kilolo, Mufindi and Iringa; and comprises of five Councils namely Iringa District Council, Mufindi District Council, Kilolo District Council, Iringa Municipal Council and Mafinga Town Council. The Region also has **15 Divisions, 106 Wards, 360 Villages, 1,867 Hamlets (Vitongoji) and 222 Streets (Mitaa)**. Iringa District Council has the largest number of Divisions (**6**), Wards (**28**), Villages (**133**) and Hamlets (**747**). On the other hand, Iringa Municipal Council comprises the smallest number of Divisions (**1**), Wards (**18**) and Streets (**192**).

The Region is one of six strategic regions of national food basket so that Tanzania aspiration to be leading food supplier in Africa and amongst global top ten, provides a transformative challenge to the region. Main economic activities in the Region are agriculture, forestry, and livestock keeping, taking advantage of available fertile land, natural and man-made forests, and hardworking population. The Region has a total surface area of **35,743** sq.km out of which **3,385** sq.km is covered by water surface while the rest is used for various economic activities. Population of the Region is estimated at **1,192,728** out of whom males are **574,313** and females are **618,415** according to National Census of 2022. The population is composed of **835,669** in rural areas while **357,039** live in urban areas, and annual population growth is estimated at **2.4** percent. Working population of the region (aged **15** to **64** years by 2022) was estimated at **1,088,179**, children of **0** to **14** years were estimated at **466,568** while elders with **65** years and above were estimated at **56,581** according to National Census of 2022. Despite of disparities in population distribution in each council, there is no direct correlation between production and size of council population due to disparities in economic activities, concentration of factors of production, and mechanization of those activities.

During strategic planning, some remarkable projects were worthy of noting the progress. Construction of residential building for the Regional Commissioner was at final stages of completion, rehabilitation of residential buildings for Kilolo and Iringa District Commissioners had been completed, and construction of Divisional Offices were in-progress; having completed construction of two Divisional Offices while Sadani Divisional Office construction had begun. Besides, major rehabilitation of Iringa Regional Commissioner's Office and construction of offices for Kilolo and Mufindi District Commissioners were underway.

1.2. MANDATE AND FUNCTIONS OF IRINGA REGIONAL SECRETARIET

The Regional Secretariat (RS) was established in 1997 following enactment of the Regional Administration Act No. 19 of 1997; mandated to provide support, coordination and execution of government affairs in the region; directly and through Local Government Authorities for the purpose of enhancing public service delivery and fostering socio-economic development. It provides linkages between central government, regions and local government authorities; and effectively monitor and evaluate political, social and economic issues amongst stakeholders and non-state actors in the region. It is also responsible for promoting peace and security, social

and economic advancement, administering local government authorities and other stakeholders in carrying out mandated functions in areas of administration.

The Regional Administration Act No. 19 of 1997 and Amendment of the Act No. 13 of 2006 together with the Planning and Management Guide (PMG) of 2025 have defined developmental and administrative roles of Regional Secretariats. Section 11 of the Regional Administration Act No. 19 of 1997 provides development roles as to:

- i) Monitor sectoral trends;
- ii) Provide technical and administrative assistance to offer policy interpretation;
- iii) Recommend new strategies and techniques for overcoming bottlenecks for productivity;
- iv) Identify development opportunities;
- v) Monitor quality and standards of service delivery including training; and
- vi) Carry out delegated functions of ministries.

In performing administrative roles, the RS assumes the following functions:

- i) Enhance institutional capacity;
- ii) Provide and secure enabling environment for successful performance of their duties and functions;
- iii) Ensure compliance by all persons and authorities with appropriate government decision, guidelines and regulations in relations to promotion of the local government system; and
- iv) Does all such acts and things as shall facilitate or secure the effective, efficient and lawful execution by the local authorities of their statutory or incidental functions.

1.3. THE RATIONALE FOR RS STRATEGIC PLAN

The Plan has been developed for implementation after elapse of the preceding RS strategic plan for 2020/21-2025/26 and ending of the Five-Year Development Plan III (2020/21-2025/26). It also establishes a basis for implementing the *Dira 2050* after end of the Tanzania Development Vision 2025, beginning implementation of the Five-Year Development Plan IV (2026/27-2030/31) and the CCM Election Manifesto of 2025-2030. The plan focuses on transforming administrative and developmental activities in the Region for five years beginning 2026/27. Thus, it aims to strengthen capacity, accountability and transparency, for improved efficiency and effectiveness in public services delivery. It also focuses on sustaining regional economic development through infrastructure development, investment and innovation promotion, refining enablers for vibrant private sector engagement and strengthening job creation for inclusive and resilient economic development in the Region. The Strategic Plan focuses on influencing key actors for administrative and economic activities within the Region; including LGAs, and public and private institutions engaged in business and public service delivery. It is confined to enhancing investment, business process re-engineering and operational efficiency within the region; for unlocking barriers to economic growth, enhancing poverty eradication and fostering development within the Region.

1.4. STRATEGIC PLANNING APPROACH

The Iringa Regional Secretariat Strategic Plan for 2026/27 - 2030/31 has been prepared through intensive and participatory working and consultative sessions. Initially, questionnaires were developed and distributed to RS and LGAs staff and the public for gathering opinions. Thereafter, literature review and RS Management consultative sessions were conducted to collect views on vision, mission and strategic objectives. A Technical Working Team was formulated, which involved some staff of the Regional Secretariat and two staff as representatives from Councils; to review questionnaires, Tanzania Development Vision 2050 (*Dira 2050*), Five Year Development Plan 2026/27-2030/31, Ruling Party Manifesto 2025-2030, Planning and Management Guide (PMG) of April 2025, review of various policies and legislations, data analysis and reviewing performance reports, and submissions from Sections and Units of the Regional Secretariat; thereafter developing a draft strategy. The draft strategy was then tabled to budget officers of the Regional Secretariat for initial review and validation before submission to the RS Management for validation. After the RS Management validation, the Strategic Plan was tabled to the Regional Consultative Committee (RCC) for approval. Once approved, the Strategic Plan was presented to the RS staff meeting to raise awareness of staff and dissemination of the Strategic Plan for implementation. Stakeholders engaged included public as service recipients, partner institutions and RS staff as service providers; whose opinions have been effectively considered during strategic planning process.

1.5. LAYOUT OF STRATEGIC PLAN

The Strategic Plan has five chapters, starting with Chapter One on Introduction; followed by Chapter Two which provides Situational Analysis of how the vision and mission have been realised through strategic objectives of the preceding strategic plan, analysis of the current situation of stakeholders and how RS has met their expectations, performance review for the last Strategic Plan, SWOC analysis with PESTEL and consideration of best case studies before highlighting critical issues for consideration. Chapter Three elaborates planning section which provides vision, mission, strategic objectives, strategies and targets to be attained during implementation period of the Strategic Plan; with performance indicators to justify implementation. Chapter Four recommends human, financial and technological resources required for effective implementation of the Strategic Plan. In Chapter Five, development objectives of the strategic plan and beneficiaries of organization services have been identified, followed by Results Framework, linkages of the plan to National Plans and Policies, results chain, and structures for monitoring implementation, performance reporting and undertaking interim reviews and evaluations.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1. ENDOGENOUS AND EXOGENOUS FACTORS INFLUENCING PERFORMANCE

Development of Iringa region relies on endogenous factors like its fertile lands (agriculture focus), growing population for commodity market and workforce growth but also imposing pressure for socio-economic services, youth participation (in which education level and skills matter), and resource management; alongside exogenous factors such as national economic policies (SAGCOT), access to economic empowerment and credit schemes, technological adoption (ICT), and broader Tanzanian economic shifts (middle-income status) influencing investment and growth.

2.1.1. Endogenous Factors (Internal)

- **Agriculture and Natural Resources:** Iringa's fertile land makes it Tanzania's food basket, a major driver via agriculture (85% GDP contribution in 2013), benefiting from SAGCOT.
- **Population Dynamics:** Growth brings increased markets, income, and skills, but also strains services, drives up prices, and increases informal settlements; requiring better management.
- **Human Capital:** Education levels significantly influence youth involvement in planning and accessing opportunities; a skilled workforce is crucial for sustenance of economic activities in the region.
- **Local Governance:** Youth participation in local planning is low but vital; so awareness and youth-friendly tools are needed for better engagement.
- **Land Use:** Population pressure leads to deforestation and land degradation, impacting the environment.
- **Irrigation Schemes:** Prevalence of irrigation schemes in the region provide opportunities for agricultural production throughout the year, taking advantage of land fertility and favourable climate in the region.

2.1.2. Exogenous Factors (External)

- **National Economic Policies:** Tanzania's drive for upper middle-income status (*Dira 2050*) and national plans (FYDPs) influence regional investment and resources allocation.
- **Financial Services:** Access to credit, like the Smallholder Farmers' Agricultural Credit Guarantee Scheme (SFASCGS), significantly boosts agricultural productivity (e.g. rice).
- **Technology and Infrastructure:** ICT access and adoption are key development areas, though data gaps exist.
- **Market Integration:** Iringa's role in national growth corridors (SAGCOT) connects it to broader markets and investment.

2.2. OVERVIEW OF CURRENT VISION, MISSION AND CORE VALUES

The vision of the outgoing Strategic Plan pursues to make RS “*a highly competent and dedicated institution for supporting sustainable development in Iringa Region*” while the mission ensures RS “*maintains good governance, provide and facilitate administrative services, and support Local Government Authorities to coordinate development initiatives in collaboration with stakeholders*”. Generally, performance review shows that significant progress has been made in agriculture, health, education, infrastructure (especially roads, tourism support), WASH, nutrition, energy access, environment management; confirming measurable positive changes that align with the RS vision and mission. The RS has been reasonably effective in coordinating with central government, development partners, local government authorities and other stakeholders. Likewise, “supporting sustainable development” is being progressively realized in many sectors. However, it is not yet fully implemented as there are some gaps in resources utilization, coverage, sustainability, inclusiveness, project cost overruns, and inadequate institutional capacity. Thus, attainment of the vision and mission are estimated at **70** percent of its strategic plan goals so far. Core values have clearly defined organizational culture of Iringa Regional Secretariat throughout implementation period.

2.3. REGIONAL PERFORMANCE OVERVIEW

2.3.1. Revenue Collections

Objective H: Good governance, administrative services and human resources and financial management improved

There has been a remarkable increase in revenue collections through Local Government Authorities, following broadened revenue bases and increased follow-ups especially since 2022. Revenue collections has increased from TZS **4,511,004,376.00** in 2020/21 to TZS **7,606,947,171.00** in 2024/25 for Iringa MC, TZS **4,737,026,727.23** in 2020/21 to TZS **7,954,378,055.62** in 2024/25 for Mafinga TC, TZS **4,125,314,143.34** in 2020/21 to TZS **5,569,058,002.81** in 2024/25 for Kilolo DC, TZS **6,527,893,583.74** in 2020/21 to TZS **7,964,454,096.75** in 2024/25 for Mufindi DC, and TZS **3,235,609,854.53** in 2020/21 to TZS **5,571,595,393.14** in 2024/25 for Iringa DC. However, projections of the current revenue collections in councils portray an opportunity for revenue increases except for Kilolo District Council which shows a future decline. Besides, there is huge forecast variance, showing high risk of revenue changes especially for Kilolo DC, Iringa MC, Mufindi DC and Iringa DC. Hence, transformative interventions to all local government authorities and a need for developing sustainable and broader sources for future development is vital as shown in **Figure 1** and **2**.

Figure 1 : Revenue Collections Trends for Iringa LGAs

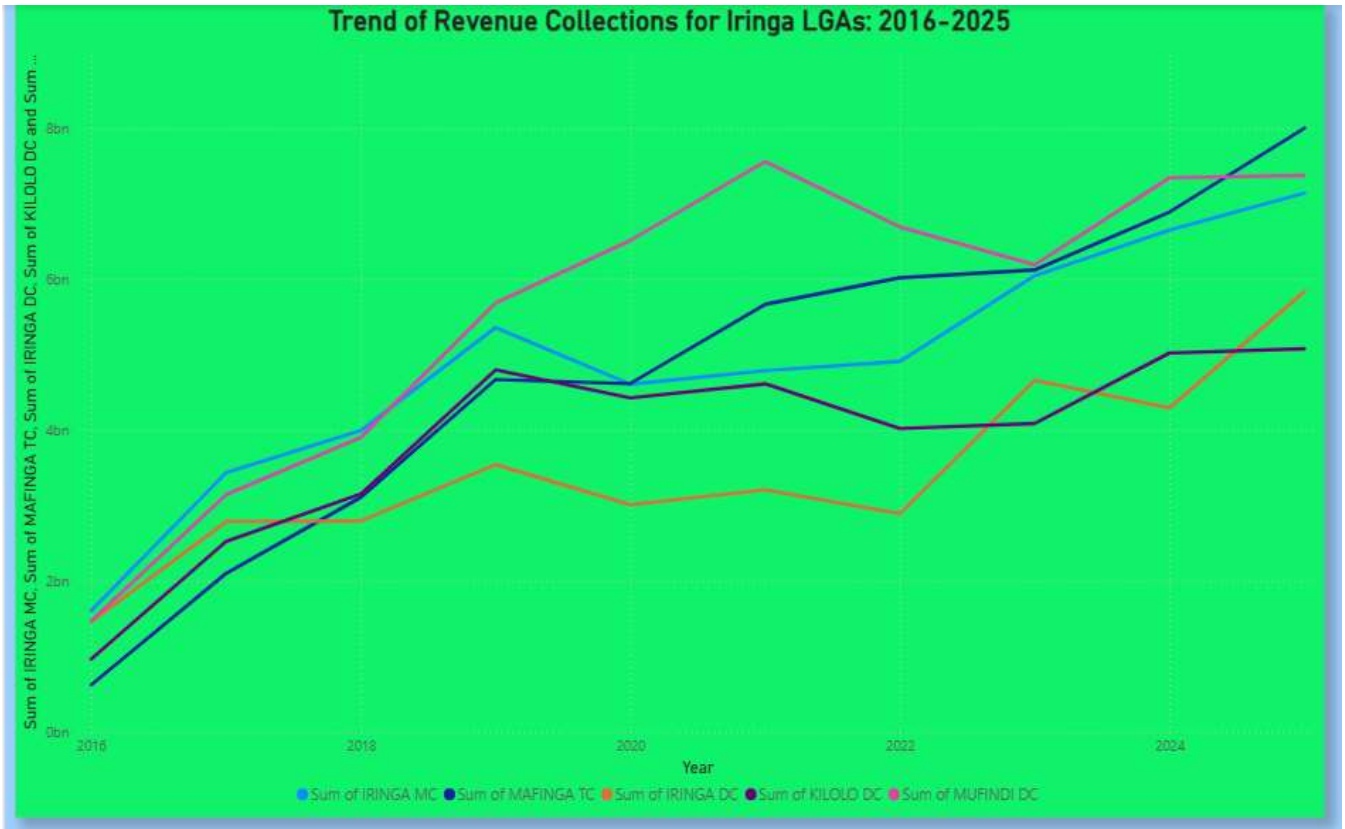
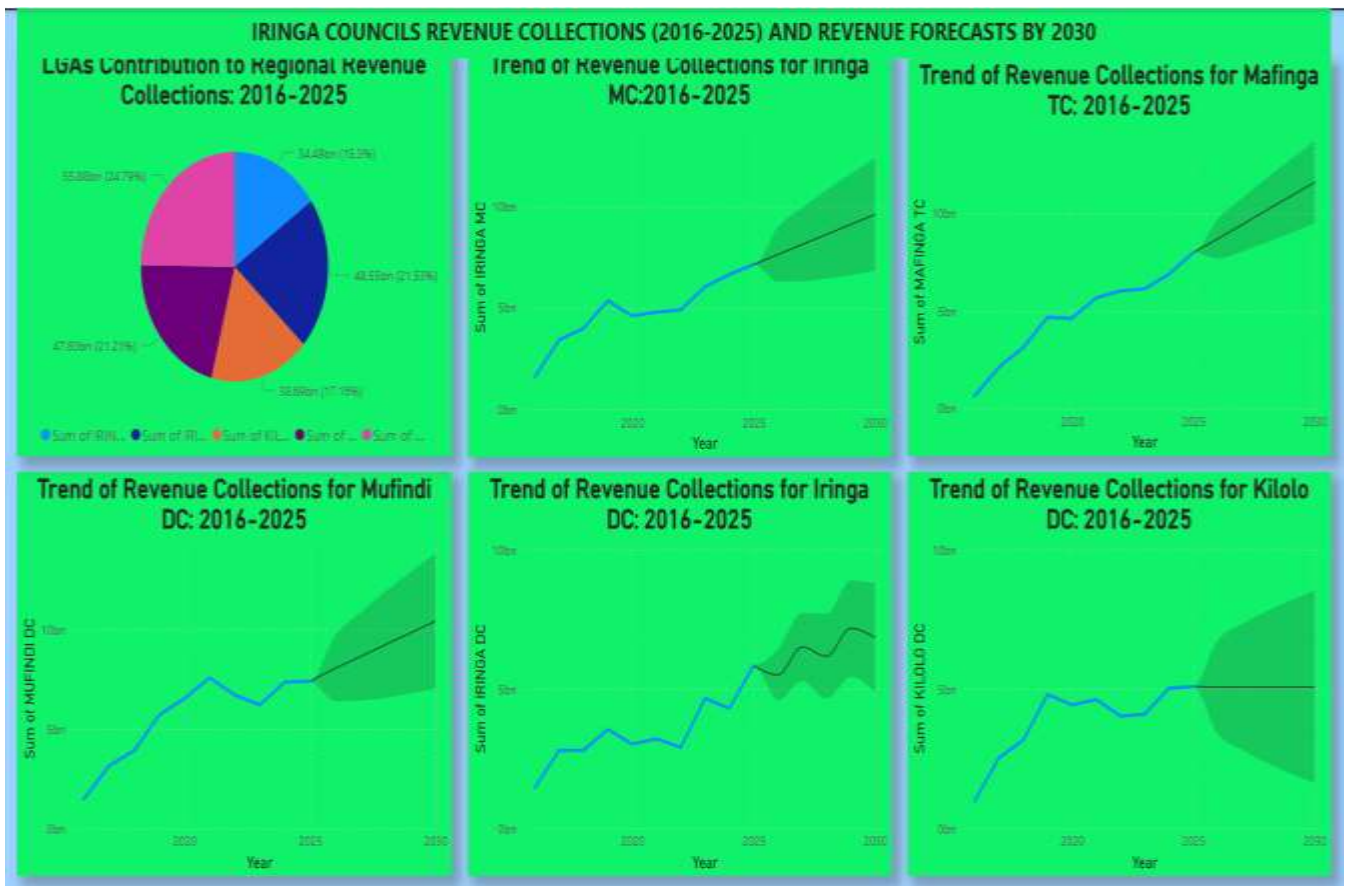


Figure 2 : Revenue Collection Forecasts

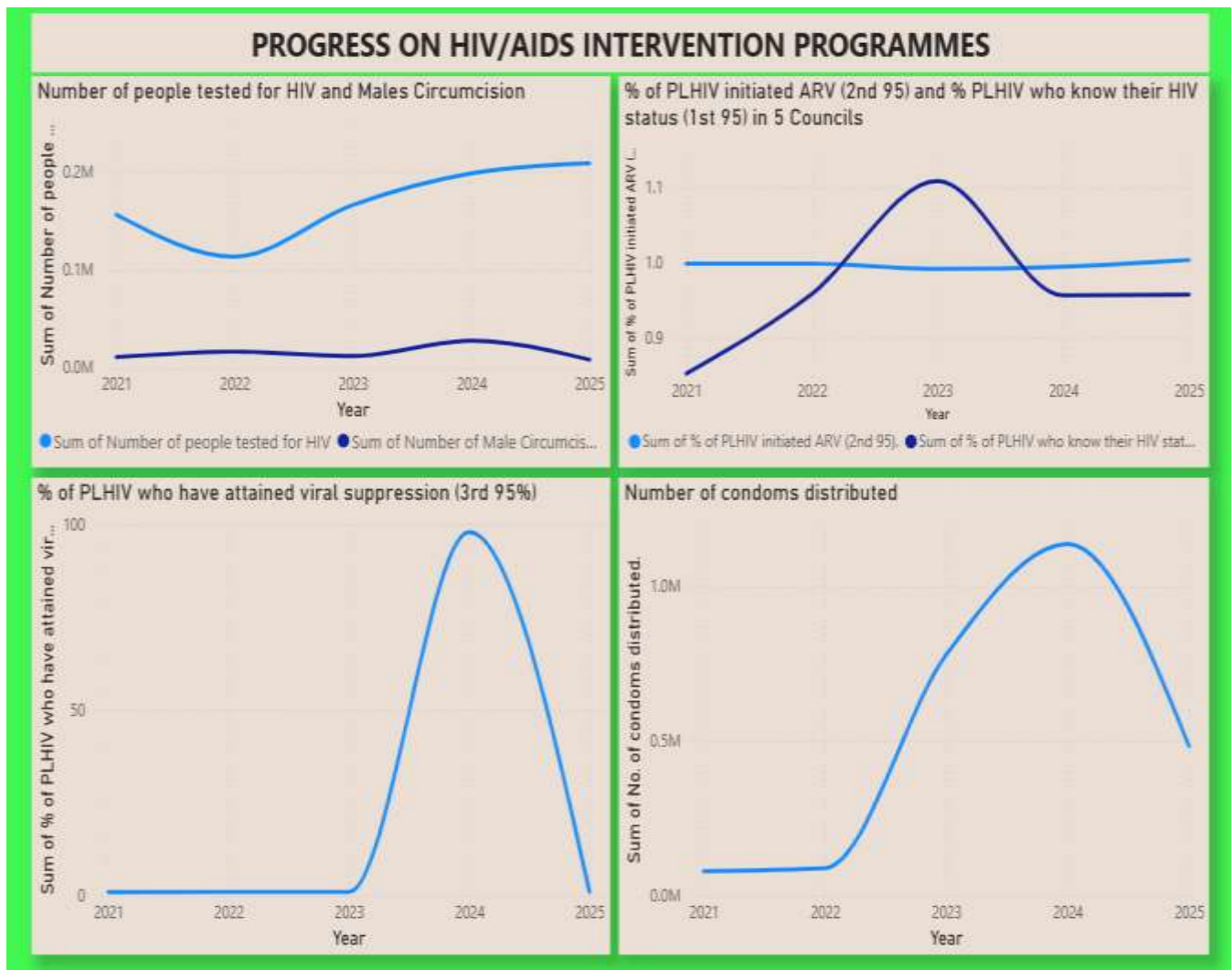


2.3.2. Implementation of Strategic Objectives

2.3.2.1. OBJECTIVE A: Service to PLHA Improved and HIV/AIDS Infection Reduced by June 2026

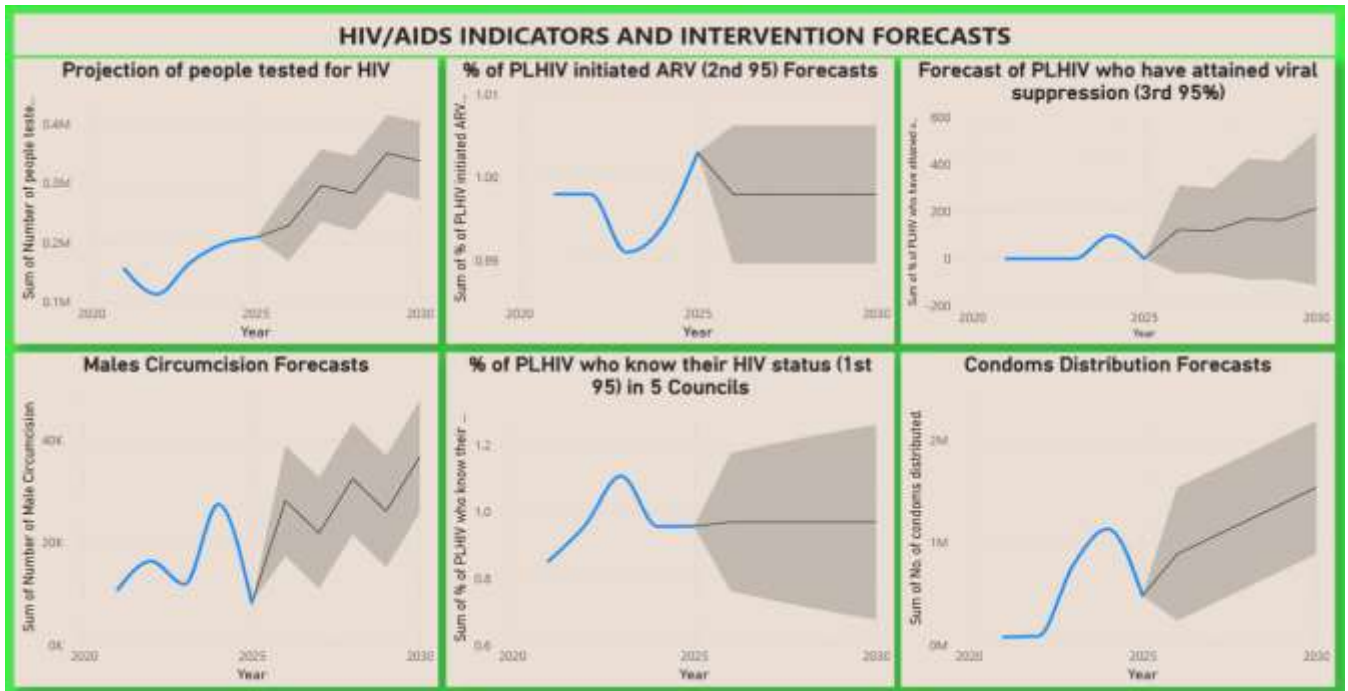
There has been remarkable success in knowing status to PLHIV from **85.2** percent in 2020/21 to **95.7** percent in 2024/25 (**1st 95%**), initiating usage of ARV to PLHIV from **99.8** percent in 2020/21 to **100.3** percent in 2024/25 (**2nd 95%**), and attainment of viral suppression to PLHIV from **94.6** percent in 2020/21 to **98.3** percent in 2024/25 (**3rd 95%**). Various intervention programmes were designed and operationalized to prevent new HIV infections, provide supportive services to PLHIV; including VCT, care and support; and coordination of health services. Testing of HIV has been increasing gradually because of voluntary counselling and PLHIV who initiated use of ARV (**2nd 95%**) has not dropped. However, trend of PLHIV who know their HIV status has declined since 2023 and thereafter stagnated, alerting for reviewing interventions to realize the first **95** percent. A serious scenario is also found on trend for PLHIV who have attained viral suppression, which imposes a challenge in an effort for regional attainment of the viral suppression (**3rd 95%**); as shown in **Figure 3**.

Figure 3: Trend of HIV Intervention Outcomes



Without transformative interventions, forecasts of PLHIV initiated ARV and those who know their HIV status show stagnation with huge variances. However, testing for HIV, circumcision, viral suppression and condom distributions provide hope for increase but with remarkable variances as clearly shown in **Figure 4**.

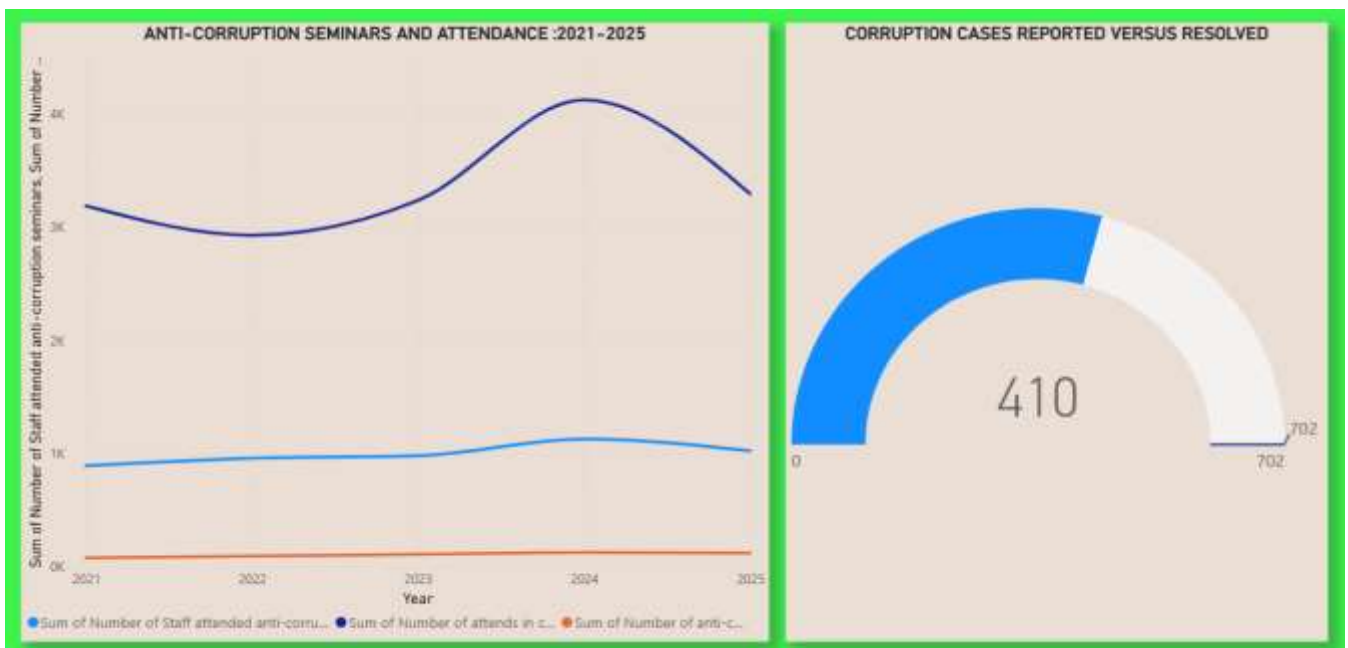
Figure 4: HIV Indicators Forecasts



2.3.2.2. OBJECTIVE B: National Ant-Corruption Strategy and Action Plan Enhanced and Sustained

The Regional Commissioner’s Office has strengthened good governance through listening to citizens’ complaints, addressing their concerns, and building public trust in the Government; including site visits and conducting Ward and village meetings for resolving complaints and grievances. Land disputes, corruption, and abuse of power cases have been addressed in a timely manner through cooperation with the PCCB, the Police, and the Judiciary. Awareness creation seminars were conducted for staff and the public. However, out of **702** cases reported between 2020/21 and 2024/25 about **410** cases have been resolved while **292** cases were at various levels of attendance as shown in **Figure 5**.

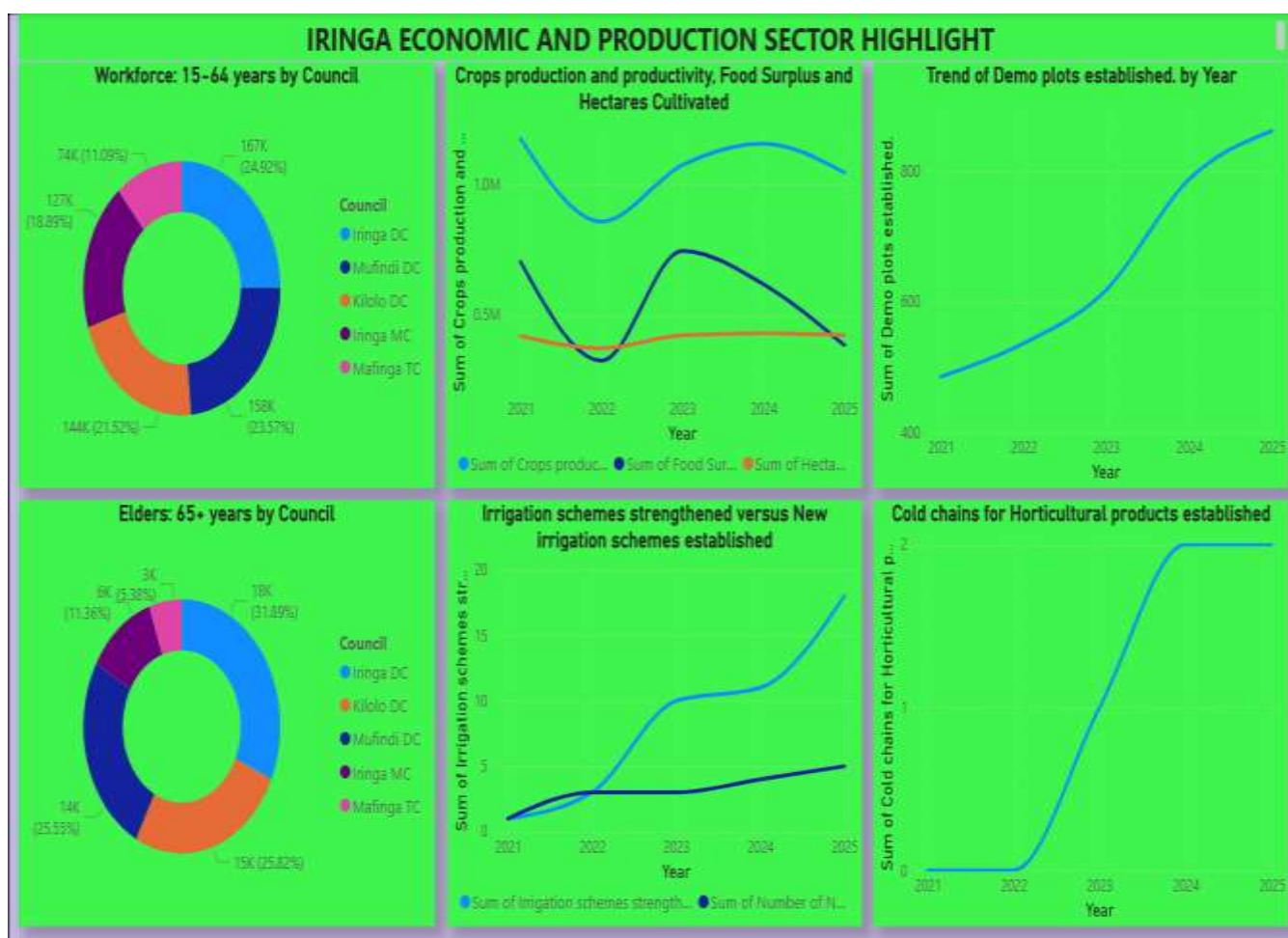
Figure 5: Trend of Anti-corruption Indicators



2.3.2.3. Objective C: Economic Production and Marketing Improved.

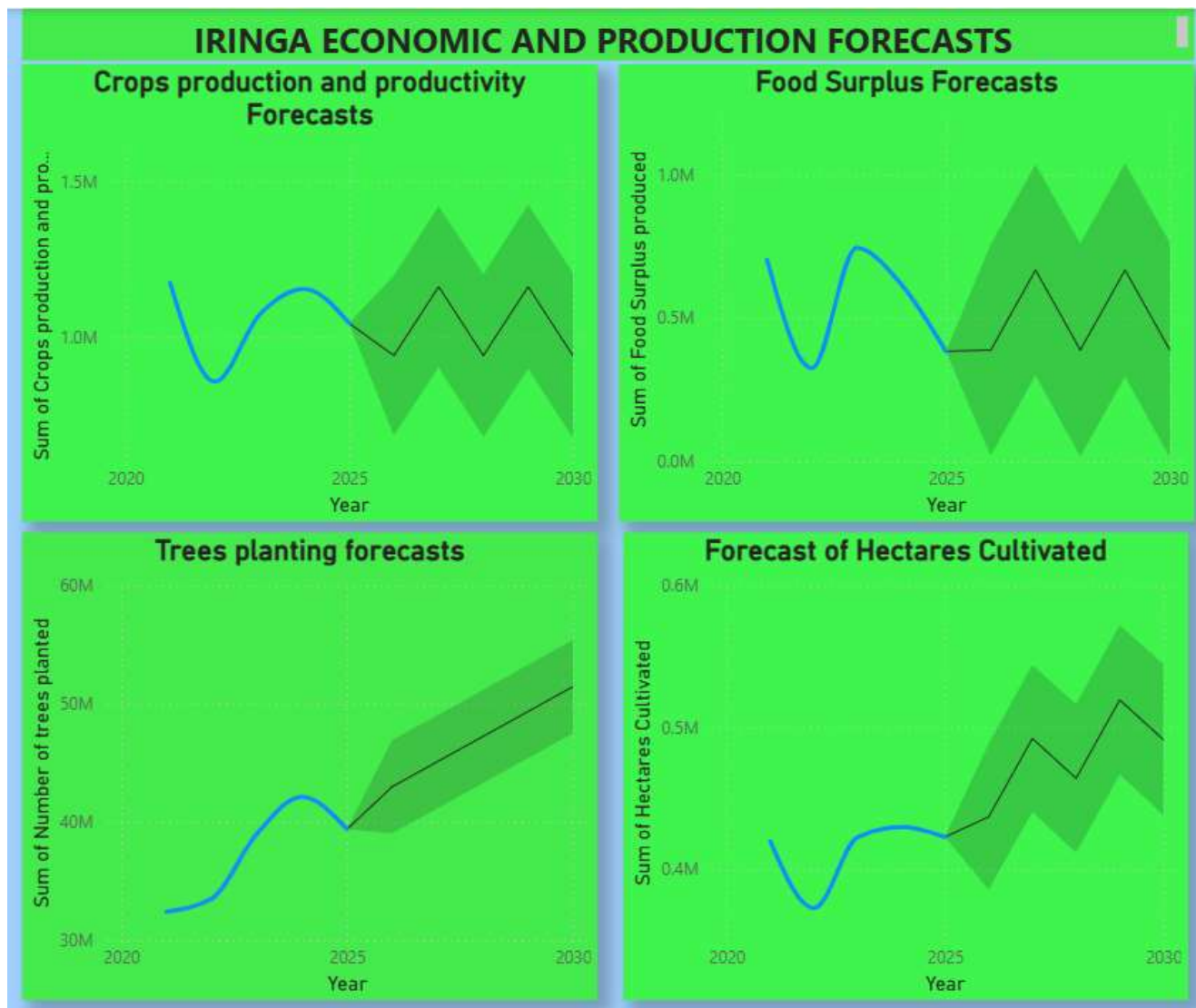
Production and productivity require energetic and skilled population, especially in economic activities which are less mechanized. Nevertheless, most activities in Iringa are semi-mechanized and highly mechanized in large-scale production activities. Population distribution may not be a key factor for production and productivity. With regards to labour force and elders concentration, Mafinga TC is less populated followed by Iringa MC, Kilolo DC and Mufindi DC. Irrigation schemes have been strengthened and demonstration plots established to raise skills of farmers and increase productivity. In agriculture and livestock development, 16 dip tanks have been constructed. Similarly, construction and renovation of 8 irrigation schemes at Mkombozi, Luganga, Mangalali, Ruaha Mbuyuni and Mgambalenga were in-progress to facilitate farmers in increasing production and productivity. Moreover, avocado farms have been established and developed in Ibumila (Iringa DC) and Kilolo District. However, trend shows gradual decline of crop production and food surplus as shown in **Figure 6**.

Figure 6: Workforce Composition and Crop Production



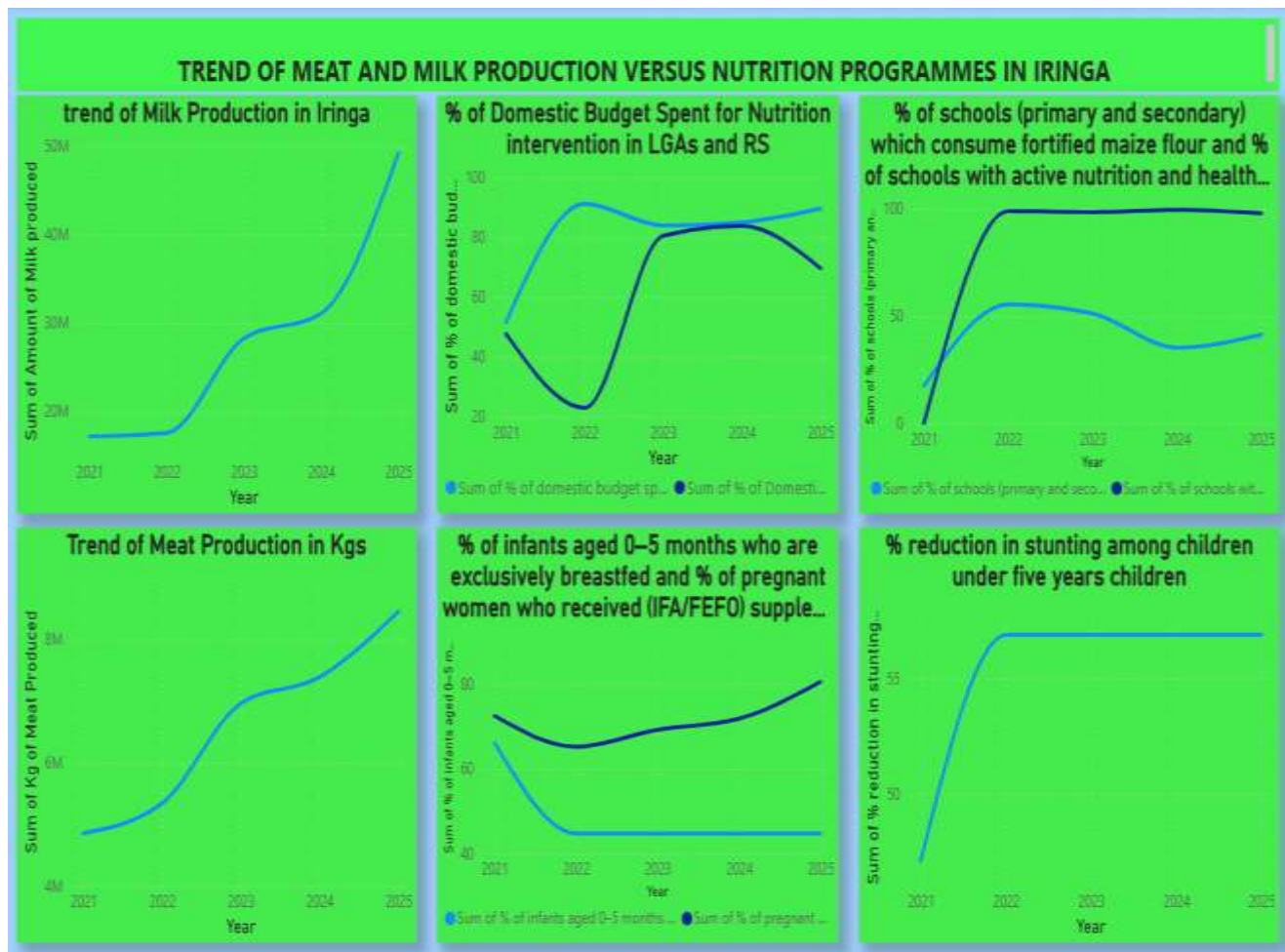
Forecasts on crop production and productivity, and food surplus show ups and downs without an increase; despite the forecasted increase of hectares to be cultivated as shown in **Figure 7**. Following introduced irrigation projects within the region and strategic soil enrichment to enhance productivity, trend of crops production and food surplus could be turned to pathways of the *Dira 2050*.

Figure 7: Crop Production and Food Surplus Forecasts



Milk and meat production as amongst key sources of nutritional diets show increasing trend throughout the period. However, domestic budget spent for nutrition is relatively stagnant in LGAs and somehow declining at Regional Secretariat. Breastfeeding of children under-five months has continuously declined since 2022. Nevertheless, women receiving IFA/FEFO supplements provides hope as it increases gradually since 2022. However, reduction of stunting shows stagnation since 2022 due to lack of data as the last official survey was conducted in 2022 leading to usage of same results as official status as shown in **Figure 8**.

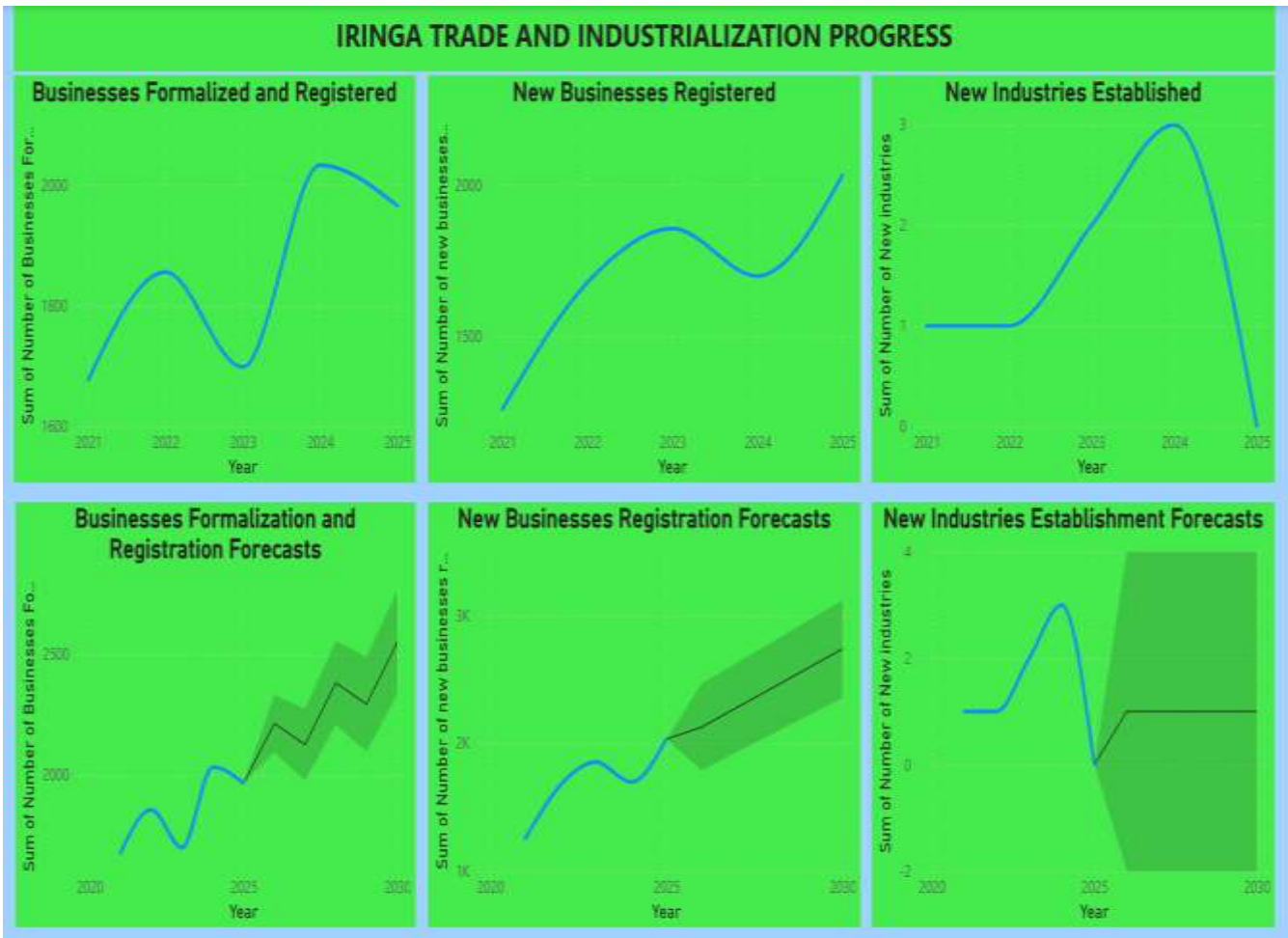
Figure 8: Meat and Milk Production Trends



Industrialization, Trade and Investment

Throughout the period of five years (2020/21-2024/25) exhibitions conducted were **11**. About **8,521** new businesses have been registered, and SMEs accessing local, regional and international markets increased from none (2020/21) to **19** SMEs in 2024/25. In strengthening industrialization and trade, the Iringa Municipal Council were constructing an economic investment to enhance revenue sources, **7** markets have been renovated, completion of the new Igumbilo bus stand has been done, construction of **50** shop frames has been carried out, and **23** new factories have been built in the Region; including **2** large factories, one medium-sized and **20** small factories. Administrative reforms have also been made to rental prices and lease agreements for shop frames of Mafinga Town Council which raised revenue collections thereafter. Business formalization and registration of new businesses show an increasing trend with remarkable variances, but business formalization is more erratic while establishment of industries shows no future expansion as shown in **Figure 9**, unless some transformative interventions have been operationalized.

Figure 9: Iringa Industrialization and Trade Growth



2.3.2.4. Objective D: Infrastructure Development and Social Services Delivery Improved.

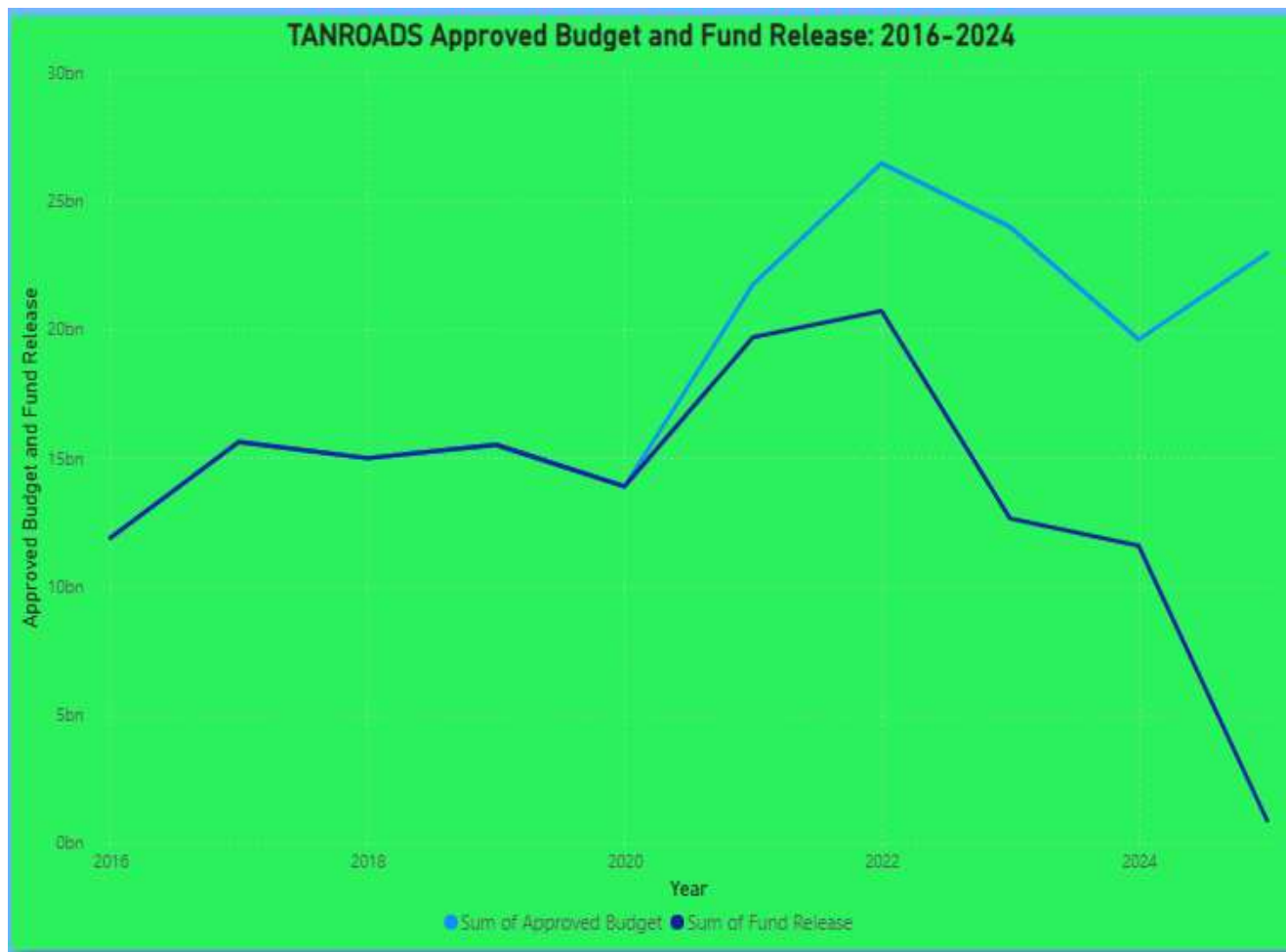
Roads Infrastructure and Air Transportation

During the period 2020/21 to 2024/25, a total of **TZS 114.76** billion shillings has been approved for TANROADS projects in Iringa, equivalent to an increase of **59.7** percent relative to prior periods. By April 2025, a total of **TZS 65.48** billion shillings had been received, and road maintenance were in-progress, with regular maintenance of tarmac roads totalling **842.1** kilometres, and gravel roads totalling **142.77** kilometres. TANROADS also has undertaken road maintenance for special periods and rough areas totalling **27.2** kilometres, maintained **5** bridges and made bridge embankments totalling **115** kilometres.

Likewise, TARURA was allocated **TZS 68.7** billion shillings between 2020/2021 and 2025/26, equivalent to **125.6** percent of budget increase relative to prior periods; and received **TZS 55.68** billion shillings until April 2025 which enabled many roads to be always passable. Among the achievements of TARURA are the construction of **131.28** kilometres of tarmac roads which have been completed and construction of **23.42** kilometres which were in-progress, installation of **452** street lights has been completed and installation of other **95** lights were in-progress, maintenance of **447.12** kilometres of gravel roads has been completed and maintenance of **136.17** kilometres were in-progress, construction of **92** bridges had been completed and construction of other **16** bridges were in-progress. Similarly, construction of **905** culverts had been completed while construction of other **80** culverts were in progress, **288.55** kilometres of new roads have been opened to enable a large part of the Villages to be reached, and another

25 kilometres of road opening were in-progress. Moreover, construction of **25,411** kilometres of drainage ditches have been completed while **14,850** kilometres of construction were in progress. Besides, extension and modernization of Nduli airport have been accomplished and the airport has started passenger travel services. However, there seems to be a huge mismatch between approved budget and fund released for TANROADS since 2020/21. Such scenario as seen in **Figure 10** attracts outstanding contractual commitments and possibility of projects overruns.

Figure 10: Trend of Approved Budget and Fund Release for TANROADS

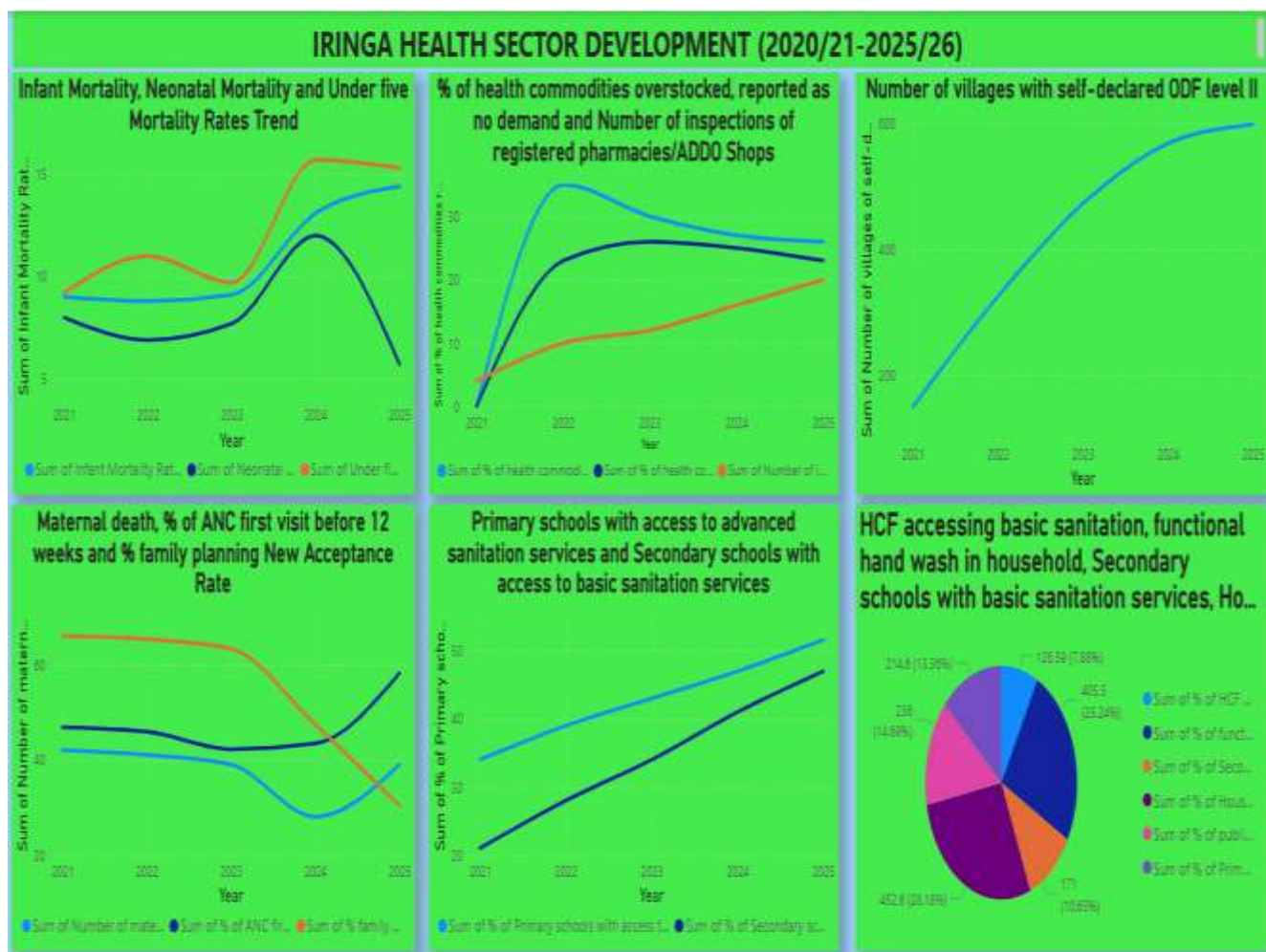


Health Sector

Investment and access to health services have remarkably increased. There has been an increase in health care facilities from **304** facilities in 2021 to **369** facilities in December 2025; with an increase of **65** facilities. Out of **65** new facilities, included **3** new District Hospitals which have been built and are providing services (Kilolo DC, Mufindi DC and Iringa DC), **23** new health centres which have been built to provide services to the citizens, and **39** new dispensaries have been built while **23** others have been renovated and received modern equipment. Two oxygen generating plants have been constructed at Iringa Referral Hospital and Mafinga Hospital to enhance availability of medical oxygen and strengthening emergency and critical care services. Haemodialysis (kidney dialysis) and Advanced diagnostic systems including CT Scan units have been established at Iringa and Tosamaganga referral hospitals. All those efforts have been done to improve access to life saving treatment for patients with kidney failure and strengthening disease diagnosis. Likewise, **712** new health workers have been hired in various health cadres. Access to health products has reached **91** percent, **33** vehicles have been acquired to facilitate various health activities, and **39** Maternal and Child Health facilities have

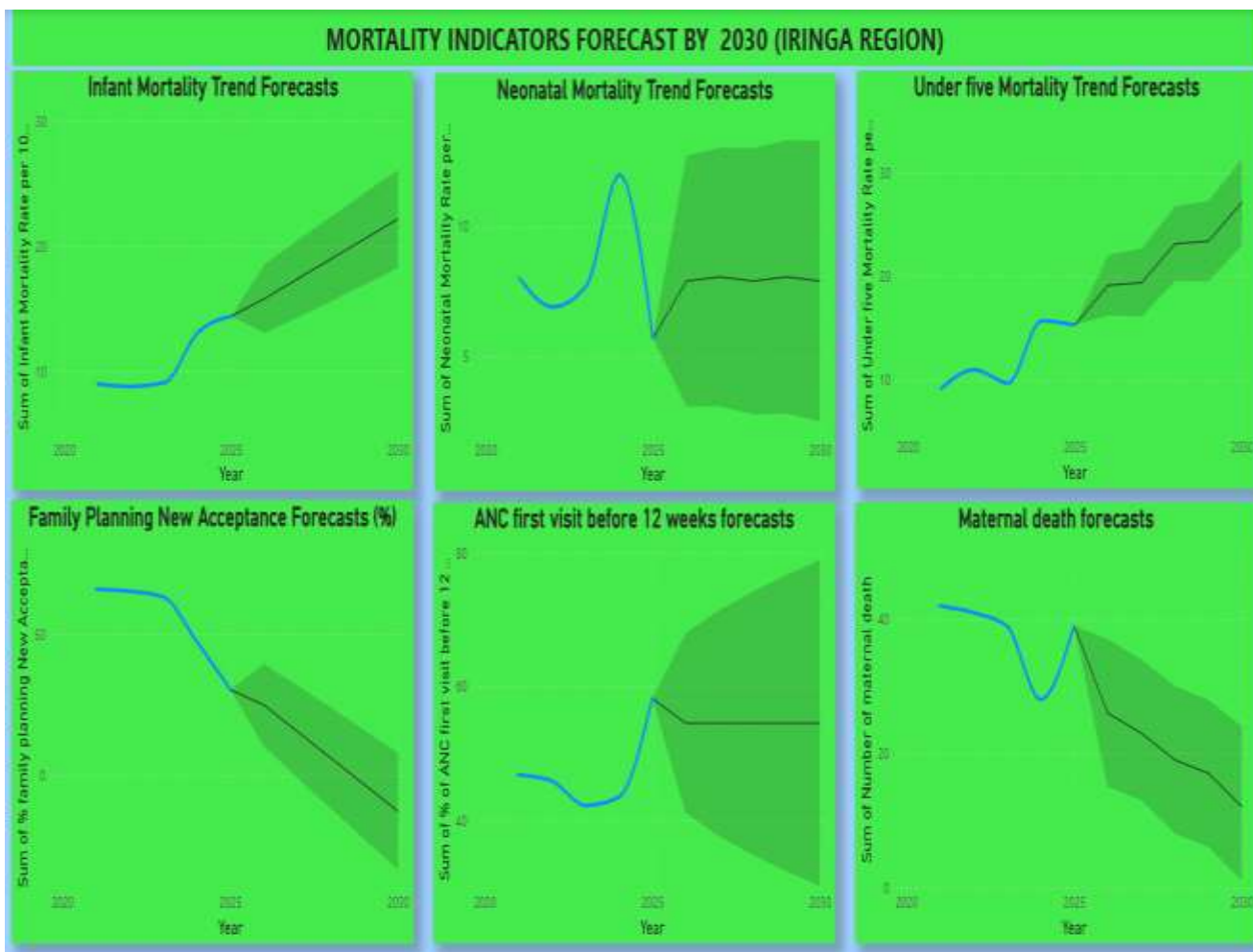
been added, enabling the Region to have **96.1** percent of facilities providing that service. Similarly, the number of diagnostic laboratories has increased from **97** in 2021 to **133** as of December 2025, an increase of **36** laboratories. Moreover, a child nutrition assessment has been conducted after **2** years of implementing nutritional interventions to control stunting, which shows that stunting rate has declined from **56.6** percent (2022) to **30.1** percent in 2024. Furthermore, the region has successfully become the first region in Tanzania to achieve Open Defecation Free (ODF) status in 2024.

Figure 11: Trend of Health Sector Key Indicators



Regional infant mortality has increased from **9** (per **1,000** live births) in 2020/21 to **14.4** in 2024/25. Similarly, under-five mortality rate (per **1,000** live births) has increased from **9.2** in 2020/21 to **15.3** in 2024/25. Nevertheless, Maternal Mortality Ratio (per **100,000** live births) has declined from **42** in 2020/21 to **39** in 2024/25. National Infant Mortality Rate (per **1,000** live births) was **33** in 2022 and targeted to **27** percent by 2030/31, under-five mortality rate was **43** in 2022 and targeted to **34** in 2030/31; while maternal mortality ratio was **104** (2022) but targeted to **85** in 2030/31. Although attained regional target is still far below national target, the region needs transformative interventions to thwart any increase to mortality rate, so they keep declining to suppress national achievements.

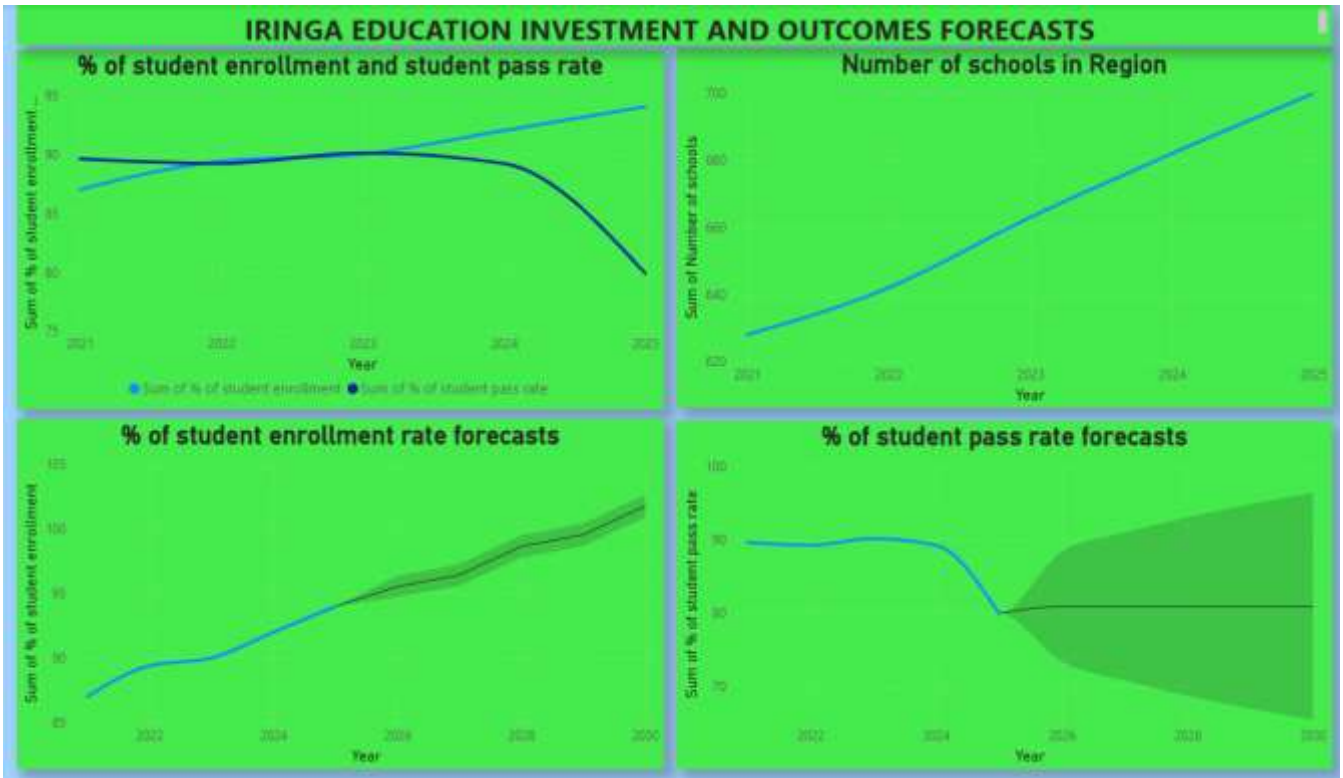
Figure 12: Mortality Indicators forecasting



Education Sector

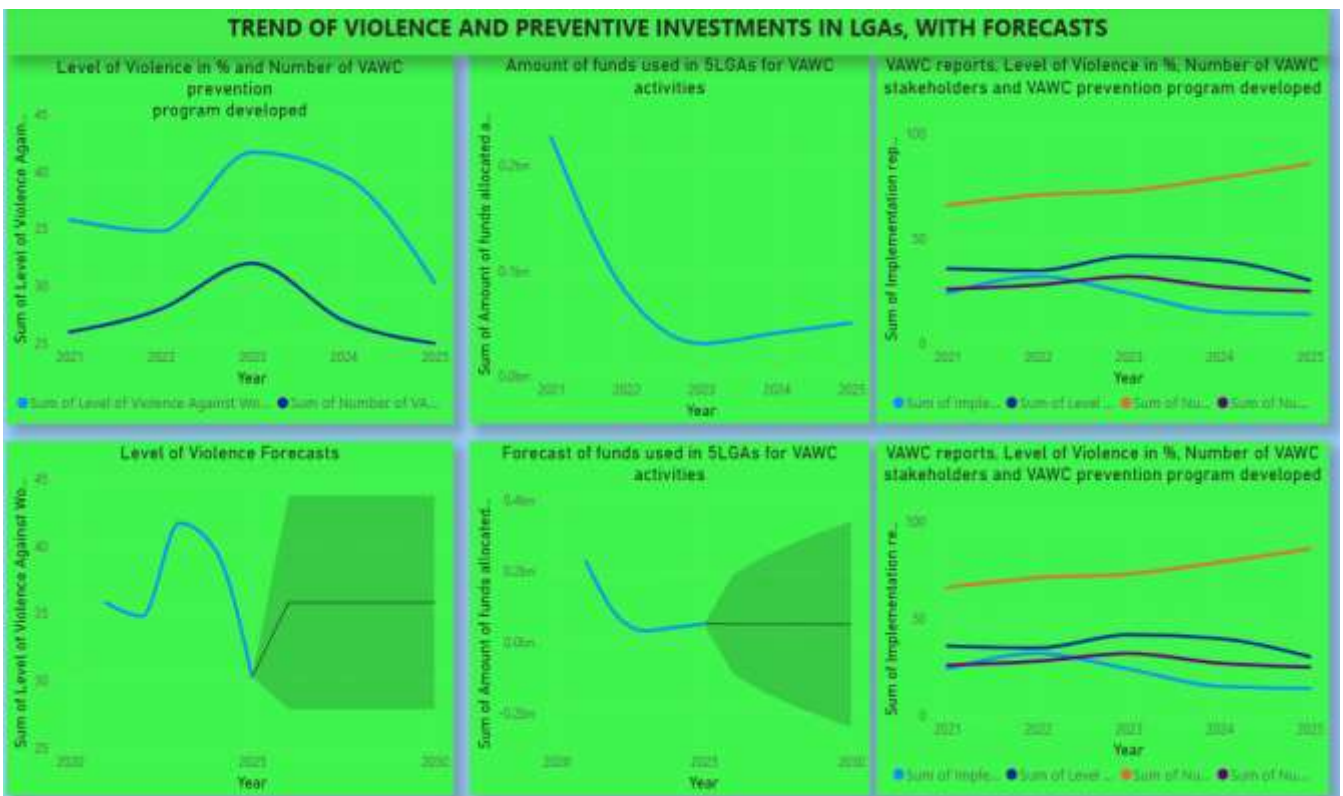
Tremendous investment in education sector shows notable improvements too, including **490** classrooms which have been built for Pre-Primary and Primary Education, completion of **38** classroom buildings, building of **2,248** toilets; **5** dormitories; **21** new schools; one playground; **9** teachers' houses, and purchase of **910** desks. Similarly, one single-stream school and **4** new Primary and Pre-Primary schools have been built. The success in Secondary Education includes construction of **32** new schools, **721** classrooms, **8** playgrounds, **76** dormitories, **1,533** toilets, **67** laboratories, **6** IT rooms, and **12** teachers' houses. Besides, **849** desks have been added to those schools. As a result, student achievements have increased from **91** to **97** percent in Form Two exams, **93** to **95** percent in Form Four exams, and **97** to **99.7** percent in Form Six exams between 2020 and 2024. Investment in education infrastructure is remarkably increasing, and enrolment rate is rising with great assurance due to lower forecast variance as shown in **Figure 13**.

Figure 13: Education Sector Indicator Forecasts



Violence against women and children show declining trend since 2022/23. However, VAWC intervention programs have declined subsequently; threatening sustainability of incidence reduction. In fact, forecasts do not guarantee elimination of violences except some stagnation with significant variations as clearly seen in **Figure 14**.

Figure 14: Violence Trend and Forecasts



2.3.2.5. Objective F: Coordination of Natural Resources and Environmental Management Sustained

Energy Sector

During the period 2015 to 2020, approved budget for TANESCO was **TZS 42.13** billion shillings of which it spent **TZS 41.71** billion shillings for the energy projects. Between 2021 and 2025, TANESCO received a budget of **TZS 118.31** billion shillings for implementation of electricity supply projects, equivalent to an increase by **180.8** percent from **TZS 42.13** billion in prior periods, and implementation of some projects was in-progress. By April 2025, all **360** villages of Iringa region had electricity compared to **321** villages that had electricity in 2020, with an increase of **39** villages.

Water Supplies and Accessibility

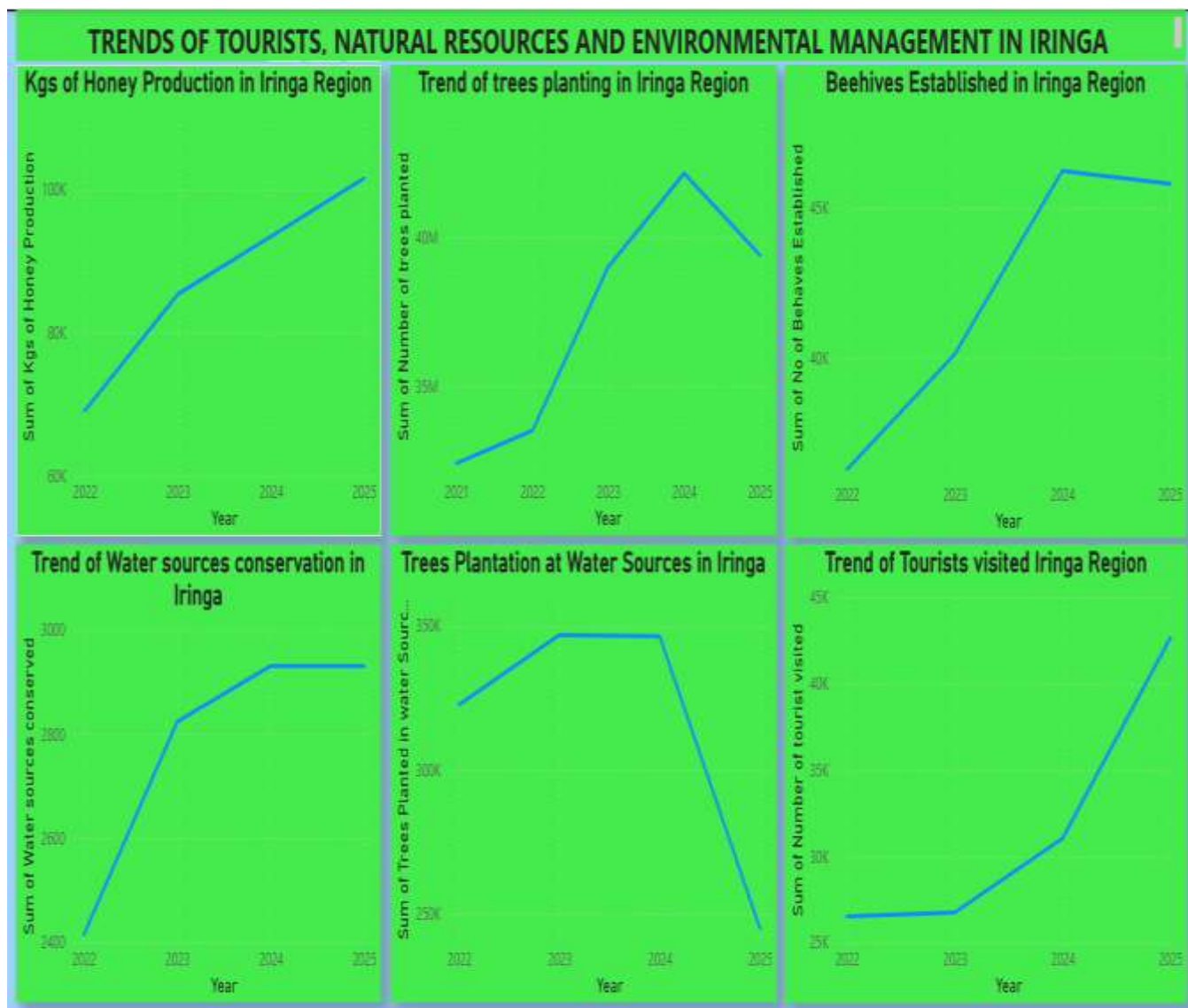
Following a budget increase above **43** percent, IRUWASA has increased water accessibility, whereby the Iringa MC Water Supply Service has reached **97.5** percent, Kilolo Town **84** percent, Ilula Town **71** percent and peripheral areas at **86** percent. Similarly, with remarkable budget increase for RUWASA by **173.7** percent; **70** water supply projects have been implemented, of which **31** projects have been completed and **39** projects are at various stages of implementation. As a result, water access in **327** villages served by RUWASA has increased from **70.2** percent (November 2020) to **79.6** percent (April 2025).

Figure 15: One of the Water Projects from IRUWASA



The trend of planting trees, establishment of beehives, conservation of water resources, and production of honey highlights similar increasing trends. However, tree planting at water sources has declined dramatically, threatening conservation of water sources and biodiversity as shown in **Figure 16**.

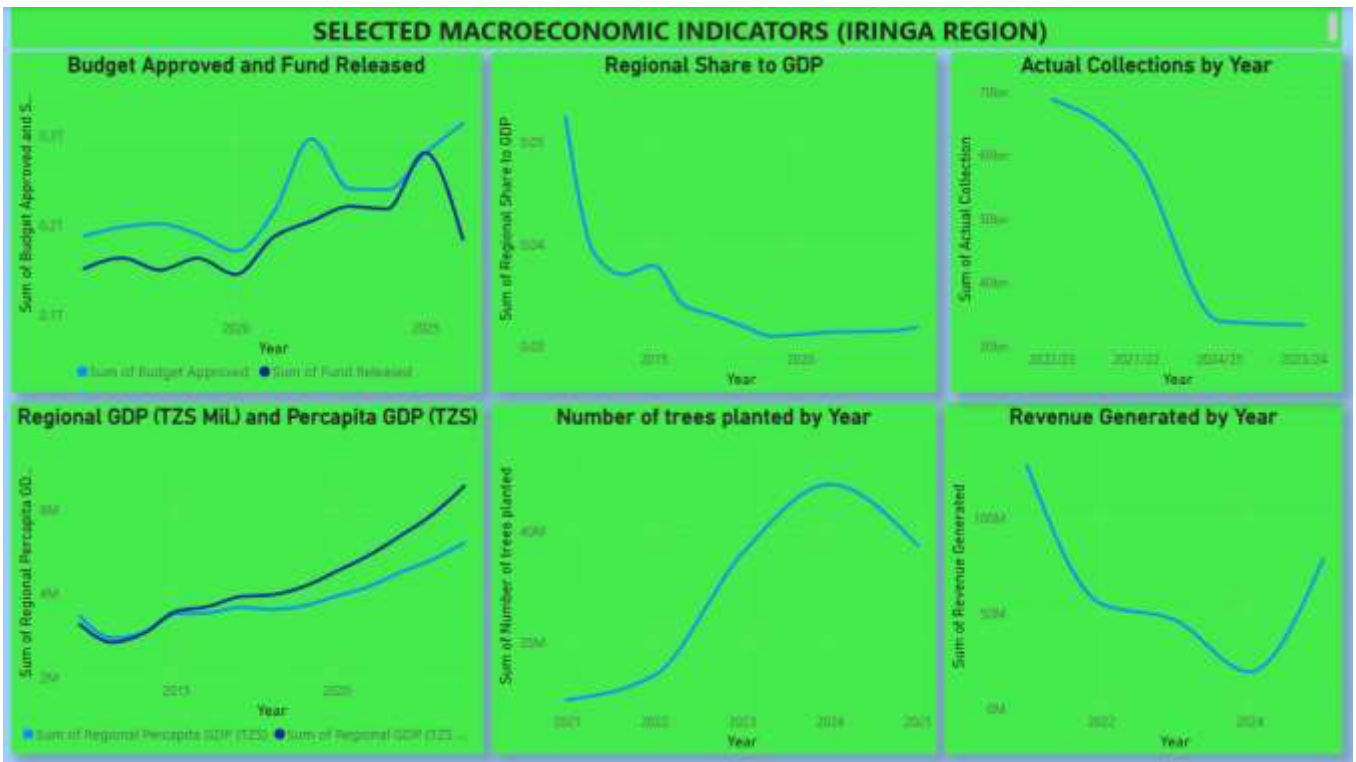
Figure 16: Trends of Natural Resources and Environmental Conservation



2.3.2.6. Objective G: Planning, Monitoring and Evaluation and Stakeholders Coordination Enhanced

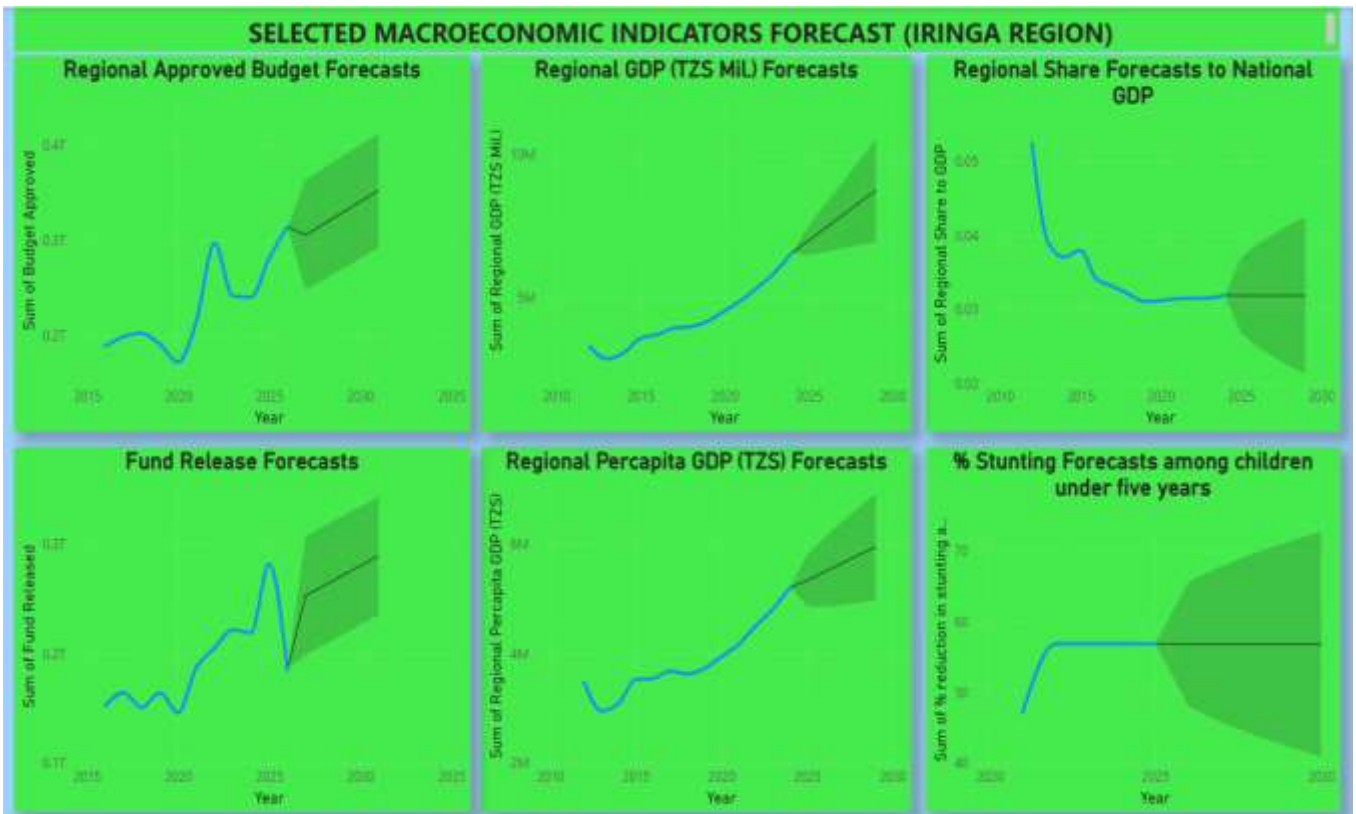
Trend of Regional GDP and GDP per-capita have gradually increased over years with patterns similar to trend of approved budget and fund release. The Regional share to National GDP declined throughout years, from **5.2** percent in 2012 to **3.2** percent in 2024 slightly changing between **3.1** percent and **3.2** percent since 2019 until 2024. Such patterns show stagnation of regional share to GDP, whilst planting of trees shows a quadratic decline since 2024. Transformation of productive and economic sectors is inevitable for uplifting GDP growth and regional share to national GDP so as to turn prevailing patterns shown in **Figure 17**.

Figure 17: Regional Macroeconomic Patterns



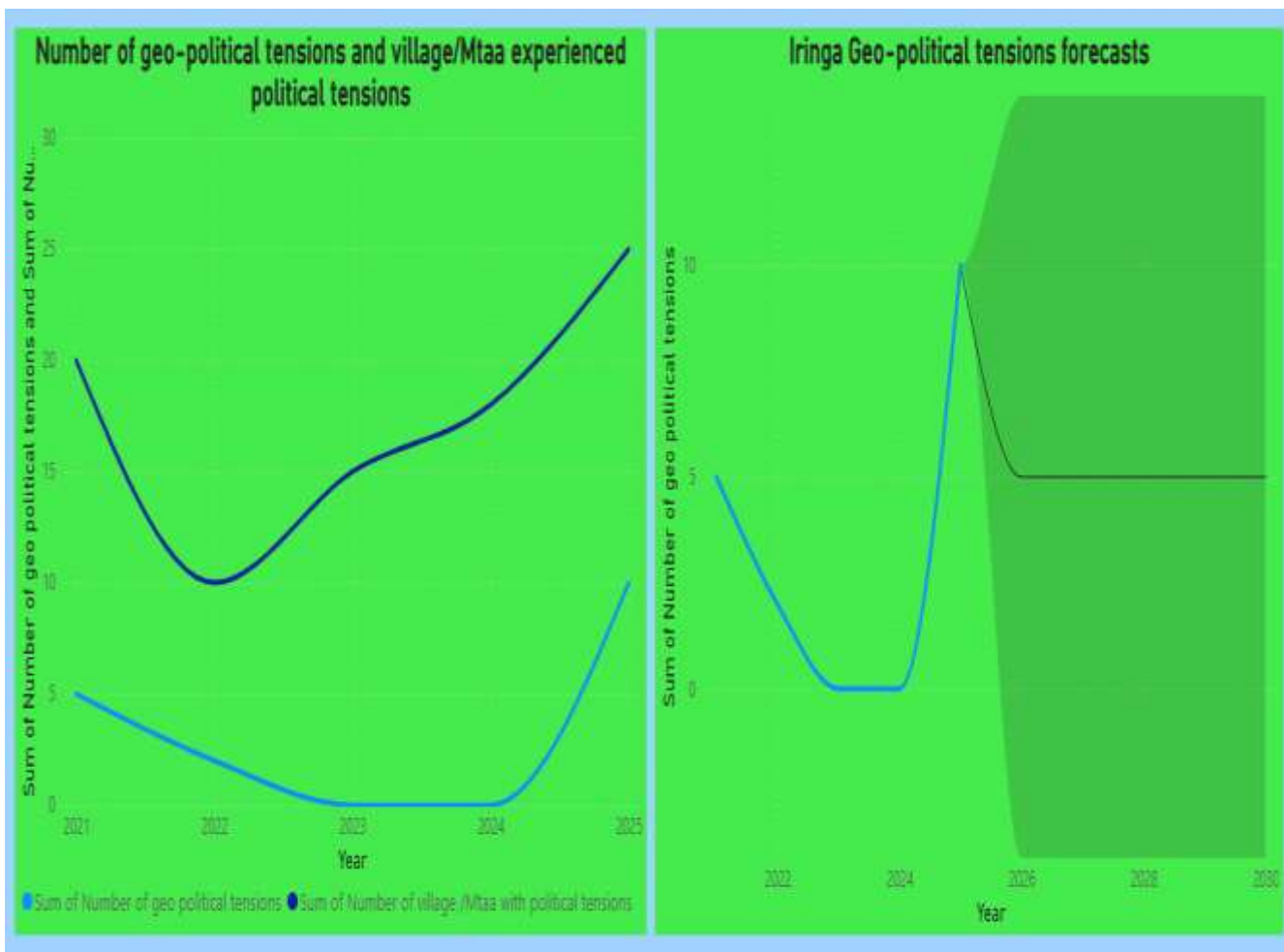
Regional GDP and per-capita GDP forecasts provide hope for growth, with significant variances. However, regional share to national GDP forecasts shows continuous declining, while stunting among children under-five years shows staggering patterns with very huge variances as shown in **Figure 18**.

Figure 18: Macroeconomic Indicator Forecasts



Similarly, the region has not been immune from geo-political tensions over years, where the tensions depicted declines since 2021 until 2023 where stagnation was experienced until 2024 before sharp rise. Projections of tensions show constant persistence of tensions. However, the variance is remarkably too huge to be certain as shown in **Figure 19**.

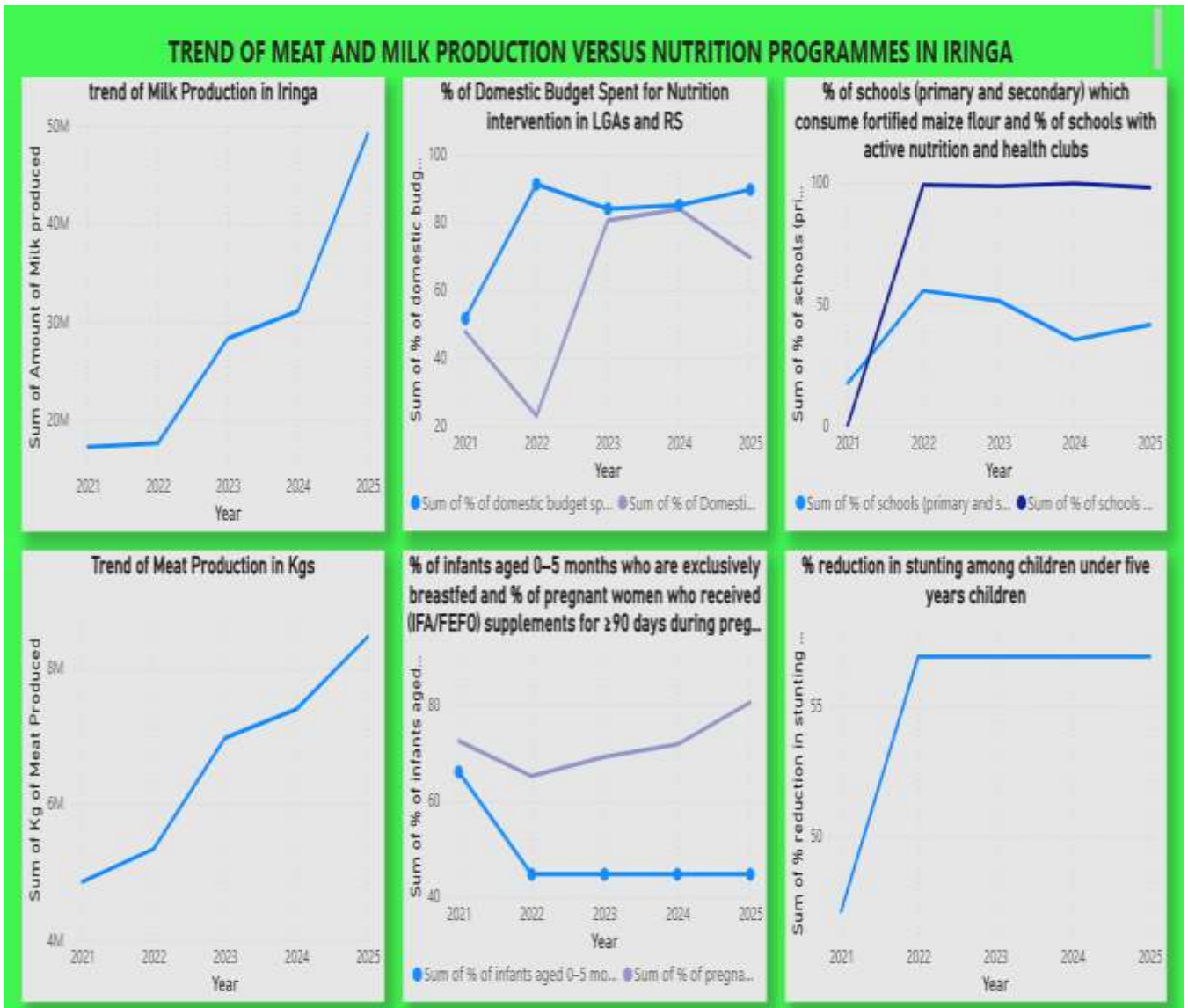
Figure 19: Geo-Political tension projections



2.3.2.7. Objective Y: Multi- sectorial Nutritional Services Improved

Patterns of percentage for domestic budget spent for nutrition interventions do not show regional effort in fighting nutritional issues, both in LGAs and the Regional Secretariat. Besides there are no signs for increasing schools that consume fortified flour and having active nutrition and health clubs as shown in **Figure 20**.

Figure 20: Nutrition Trend in the Region



2.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC)

| Strengths | Weaknesses |
|---|--|
| <ol style="list-style-type: none"> 1) Qualified, experienced, and committed management and staff, with a strong administrative structure 2) Commitment to education, health and sanitation 3) Availability of human resources/Manpower 4) Favourable climate and afforestation culture in the region 5) Improved road and air infrastructure 6) Adequate tourism attractions 7) Growth of industrialization with increasing access to energy and water supply 8) Improved access and use of ICT infrastructure and sectoral systems 9) Availability of potential land and forests for agriculture, livestock and beekeeping 10) Presence of irrigation schemes for agriculture activities throughout the year 11) Strong partnerships with development partners and stakeholders. 12) Adequate health and education infrastructure for healthy and skilled workforce. | <ol style="list-style-type: none"> 1) Narrow and unsustainable revenue sources for LGAs. 2) Inadequate projects quality control and prevalence of projects cost overruns. 3) Inadequate promotion of teamwork and synergy among staff for optimal utilization of time and other resources. 4) Inadequate search of markets for agricultural products. 5) Inadequate coordination and monitoring of projects and budget execution. 6) Inadequate data reliability and lack of databank. 7) Inadequate skills to staff leading to underutilization of socio-economic opportunities and ICT System. 8) Inadequate public awareness on modern technologies for stimulating economic activities, compliance to tax laws, effectively dealing with GBV, 9) Inadequate stakeholders' engagement in decision making. 10) Insufficient and depreciated working tools and equipment. |
| Opportunities | Challenges |
| <ol style="list-style-type: none"> 1) Availability of infrastructure for distribution, business, and production, such as roads, buildings, etc. 2) Availability of trainings in various skills and programs 3) Presence of favourable policies including those on empowerment, social inclusion and PPP 4) Availability of workforce in various skills 5) Good climatic condition and attractive diverse economic | <ol style="list-style-type: none"> 1) Inadequate channels of communication 2) Inadequate controls on corruption 3) Growing unemployment rate, especially for youth 4) Inadequate financing stakeholders in reducing resources constraints 5) Inadequate investment attractions, skills, attitude, and market instability. 6) Climate change, deforestation, environmental degradation, and natural disasters. |

| Strengths | Weaknesses |
|--|--|
| <p>activities such as agriculture, trade, tourism, mining, beekeeping.</p> <p>6) Political stability in the region</p> <p>7) Readiness of Investors and other stakeholders to invest and operate in the region</p> <p>8) ICT systems and broadband availability for improved service delivery.</p> <p>9) Active civil society (NGOs, CBOs, FBOs) and community engagement.</p> <p>10) Government and development partner support in education, health, and infrastructure.</p> | <p>7) Prevalence of critical health and social issues such as HIV/AIDS, malnutrition, early marriages, and gender-based violence.</p> <p>8) Weak technical capacity and unreliable power supply.</p> |

2.5. PESTEL

Generally political atmosphere is favourable, economic and social conditions provide opportunities for growth, with regional contribution to National GDP of **3.2** percent by 2024. The region is proud of a hardworking society, with suitable land for agriculture and forest activities. There are reliable and accessible communication networks in many parts of the region, allowing use of diverse technology during modernization of small, medium and large-scale industries. Whilst improving business environment, various by-laws have been reviewed to stimulate business and economy of the region through five (**5**) councils. Iringa is one of the best regions in environmental management and remarkable forestation as an economic activity. Political, economic, social, technological, environmental and legal frameworks have contributed to internal strengths and weaknesses and realization of opportunities and challenges through external factors.

2.6. STAKEHOLDERS' ANALYSIS

| No. | Stakeholder's Name | Role to Stakeholder (Service) | Expectation of Stakeholder | Potential Impact (If Expectation not met) | Ranking |
|-----|---|--|--|--|---------|
| 1. | LGAs | Provision of technical advice and capacity building. | <ul style="list-style-type: none"> ● Correct, reliable and timely advice from RS. ● Backstopping of technical issues from RS. | <ul style="list-style-type: none"> i. Insufficient technical advice provided to relevant stakeholders ii. Untimely delivery of services to Stakeholders iii. Poor services delivery to stakeholders | H |
| | | Timely interpretation, dissemination and implementation of National policies, guidelines and directives at lower level | Correct interpretation, timely dissemination and follow up of implementation. | <ul style="list-style-type: none"> ● Insufficient technical advice provided to relevant stakeholders ● Un timely delivery of services to Stakeholders ● Poor services delivery to stakeholders | |
| | | Maintain peace and order. | Law and order in the Region maintained. | Unstable peace and order in the community. | |
| | | Ensuring the presence of adequate staff. | <ul style="list-style-type: none"> (i) Recruitment of staff. (ii) Transfer of staff from one LGA to another within the Region. | <ul style="list-style-type: none"> (i) Untimely completion of directives and activities. (ii) Untimely delivery of quality services to Stakeholders. | |
| 2. | Sector Ministries, Departments & Agencies | To interpret and disseminate policies, guidelines to RS and LGAs. | Timely dissemination, implementation, follow up and reporting. | Incorrect and untimely decision making. | H |
| | | Link within the central and the Local Government Authorities. | Timely and correct information dissemination | Incorrect and untimely decision making. | |
| | | Monitor and follow up of planned programs to RS and LGAs. | Timely dissemination, implementation, follow up and reporting. | Incorrect and untimely decision making. | |
| 3. | PO-RALG | Interpretation and dissemination of policies, guidelines and directives to RS and LGAs. | Timely dissemination, implementation, follow up and reporting. | Incorrect and untimely decision-making. | H |

| No. | Stakeholder's Name | Role to Stakeholder (Service) | Expectation of Stakeholder | Potential Impact (If Expectation not met) | Ranking |
|-----|---|---|--|--|---------|
| | | Monitoring, Supervision and implementation of Programs, Plans and Budget to RS and LGAs. | (i) Well prepared Programs, plans and budget. (ii) Implementation, Follow-up and Reporting on programs and budget. | (i) Poor Plans and implementation of Programs, Plans and Budget. (ii) Incorrect and untimely decision making. | |
| 4. | Civil society Organizations (NGOs, CBOs, FBOs) | i. Complement government efforts to provide services to community. | (i) Proper and timely provision of guidelines (ii) Timely and less bureaucracy. (iii) Recognition and Involvement in Development activities. (iv) Peace and tranquillity. (v) To solve their problems/ complaints. | Un-timely delivery of quality services to Community. | M |
| 5 | Institutions (learning, financial, media, etc.) | Provide efficient and effective services to stakeholders. | (i) Recognition, involvement in development of Programs, Plans, and Research. (ii) Timely and less bureaucracy. (iii) Peace and tranquillity. | Un-timely delivery of quality services to stakeholders. | M |
| 6 | General Public/ Community | To provide information from Government on Peace, Security and Socio – Community Development. Provide awareness and promote community engagement towards contribution on and Project Development. | (i) Proper and timely provision of guidelines (ii) Timely and less bureaucracy. (iii) Recognition and Involvement in Development activities. (iv) Peace and tranquillity. (v) To solve their problems/ complaints. (vi) Recognition, involvement in Development of Programs and Projects. | Un-timely delivery of quality services to Community. | H |

| No. | Stakeholder's Name | Role to Stakeholder (Service) | Expectation of Stakeholder | Potential Impact (If Expectation not met) | Ranking |
|-----|---|---|--|---|---------|
| 7 | Investors | Advice on appropriate technologies and investment opportunities. | (i) Conducive investment environment. (ii) Involvement in development of Programs, Plans, and Research. (iii) Timely and less bureaucracy. (iv) Peace and tranquillity. (v) Timely delivery of quality services to Community | Un-timely delivery of quality services to stakeholders | M |
| 8 | Development Partners | Complement Government efforts to provide services to community. | (i) Involvement in implementation of development programs/projects. (ii) Cooperation and less bureaucracy. (iii) Transparent and Accountability. | (i) Un-timely delivery of quality services to Community. (ii) Withhold provision of fund to the RS. | M |
| 9 | Regional Secretariat (Management and staff) | (i) Timely interpretation, dissemination and implementation of National policies, guidelines and directives at lower level. (ii) Maintain Law and Order in the Region. (iii) Motivation and recognition | A. Involvement in implementation of development programs/projects. B. Well stipulated policies, regulations and guidelines C. Good working environment D. Capacity building to staff E. Timely Promotion and remuneration F. Professional integrity promoted G. Presence of Transparency and Accountability. H. Presence of succession plan | (i) Un-timely/poor implementation of development programs/projects. (ii) Poor service delivery. (iii) Staff exhaustion and demoralization. (iv) Reduced staff morale | H |

| No. | Stakeholder's Name | Role to Stakeholder (Service) | Expectation of Stakeholder | Potential Impact (If Expectation not met) | Ranking |
|-----|---|--|--|--|---------|
| 10. | Ruling and other political parties | <ul style="list-style-type: none"> Provision of policy guidelines to RS (ruling party election manifesto). Monitoring of implementation of programs and plans. | i. Timely implementation, follow up and reporting. ii. Accountability and transparency. iii. Involvement in development activities. | (i) Un-timely and poor implementation of development programs and plans. (ii) Loss of legitimacy. | H |
| 11. | Politicians | Advice and coordination on Government policies and guidelines (RCC). | i. Timely implementation of their advice. ii. Accountability and transparency. iii. Involvement in development activities. | (i) Un-timely and poor implementation of development programs and plans. (ii) Loss of legitimacy. | H |
| | | Maintain peace and order. | Law and order in the Region maintained. | Unstable peace and order in the community | |
| | | Interpretation of policies and guidelines | Clear and timely | Un-timely and poor implementation of development programs and plans. | |
| | | | Mutual and transparent involvement | Unstable peace and order in the community | |
| 12. | Researchers – Local and Foreign, | Conducting researches based on identified gaps in the region. | (i) Recognition, involvement in development of Programs, Plans, and Research. (ii) Timely and less bureaucracy. (iii) Peace and tranquillity. (iv) Privacy and protection of respondents (v) Un-timely delivery of quality services to Community. (vi) Cooperation and facilitation of accurate data and information. | (i) Lack of in-depths understanding of gaps and problems in the region (ii) Risk to respondents on privacy and exposure | M |

| No. | Stakeholder's Name | Role to Stakeholder (Service) | Expectation of Stakeholder | Potential Impact (If Expectation not met) | Ranking |
|-----|-----------------------------|--|--|---|---------|
| 13. | Business Communities | (i) Provision of services to the community. (ii) Advice on Government policies. (iii) Paying relevant taxes and levies. (iv) Adherence to government policies, law and regulations. | <ul style="list-style-type: none"> • Transparency and cooperation. • Timely and appropriate advice. • Proper and timely provision of guidelines. • Lack of bureaucracy. • Recognition and Involvement in Development activities. • Stable environment for business. • Peace and tranquillity. • To solve their problems/ complaints. | (i) Provision of poor services. (ii) Illegal ways of conducting business. (iii) Loss of business capital. (iv) Failure to do business. | M |
| 14. | Trade Unions | 1. Advice on government policies. 2. Cooperation in management/ labour relations matters. | (i) Improved remunerations of workers. (ii) Improved working environment. | (i) Poor service delivery. (ii) Protest. | M |

2.7. RECENT INITIATIVES FOR IMPROVING PERFORMANCE

2.7.1. Increasing Revenue Collections

Mafinga TC collaborative approaches in revenue collections; where follow-up patrols involve police and PCCB officers, leading to an increase in quarterly revenue collections relative to former strategies.

2.7.2. Effectiveness of Budget Committees

Effectiveness of Budget Committees to roles articulated in the Budget Regulations 17(3) strengthens revenue collections and prioritization of expenditure for optimal budget execution.

2.8. LITERATURE REVIEW

2.8.1. Tanzania Development Vision 2050 (*Dira 2050*)

Tanzania graduated lower- middle income status in 2020 with capital income of USD **1080** from USD **635.3** in 2000, resulting a decline of extreme poverty from **36** percent (2000) to **26** percent (2022). Similarly, child stunting has declined from **48** percent (2005) to **30** percent (2022); maternal mortality fell from **675** to **104** per **100,000** live births and under- five mortality declined

from **112 to 43** per **1000** live births between 2005 and 2022. Other achievements were in Primary school enrolment that reached **100** percent since 2020. Likewise, it is reported that by 2050 population is expected to double to **140** million, with over half living in urban areas. Despite of global dynamics, the *Dira 2050* aspires for *prosperous, just, inclusive and self-reliant nation*; focusing on transformative economy with six goals of attaining sustainable and inclusive middle-income economy, eradicating all forms of poverty, attaining high quality of life and well-being for all, maximizing human capital utilization, improving governance systems to uplift inclusion, transparency and accountability; and effectively manage and sustain natural ecosystems and resources for resilience to climate change. In alignment to TDV 2050, the strategy for Iringa RS integrates the eighteen (**18**) *Dira 2050* high level targets at regional level: for effective contribution to national economy.

2.8.2. The Five-Year Development Plan IV (2026/27 – 2030/31)

The FYDP-IV focuses on increasing GDP at current prices by **45.7** percent from USD **81,536.6** billion (2024) to USD **118,052** billion (2030/31), reducing extreme poverty from **8** percent (2017/18) to **5** percent (2030/31) and basic poverty reduction from **26.4** percent (2017/18) to **22** percent by 2030/31. It also aims to reduce infant mortality, under-five mortality, and maternal mortality. Likewise, it targets reducing stunting in children aged **0-59** months from **30.0** percent to **22.6** percent by 2030/31 while Iringa region is positioned at **56.7** percent. Wasting in children aged **0 – 59** months is set to decline from **3.0** percent to **2.0** percent and low birth weight (LBW) from **2.9** percent to **2.0** percent.

2.8.3. The CCM Party Manifesto 2025-2030

Being the Ruling Party Manifesto in 2025, it highlights some macroeconomic achievements of the Ruling Party Manifesto for 2020 and provides planned socio-economic targets by 2030. Some of the macroeconomic achievements include increased GDP growth from **4.8%** (2020) to **5.6%** (2024) and per-capita GDP from **USD1,104** (2020) to **USD1,252** (2024), investments registered by TIC from **207** (2020) to **901** (2024), hectares for irrigation farming from **561,383** hectares (2020) to **983,466** hectares (2024), food self-sufficiency and food security from **114%** (2020) to **128%** (2024), and fertilizer usage increased from **586,604** tons (2020) to **1,213,729** tons (2024). Likewise, hydropower generation rose from **1,602MW** (2020) to **3,078MW** (2024), rural electrification from **8,587** villages (2020) to all **12,318** villages (2024), tourists increased from **620,867** (2020) to **5,360,247** (2024), mineral sector growth from **7.3%** (2020) to **11.5%** (2024), and meat exports have increased from **1,774** tons (2021) to **14,701** tons (2024). Moreover, the number of primary schools increased from **16,656** (2020) to **19,783** (2024) and secondary schools from **5,001** (2020) to **5,926** schools (2024). Higher education loans increased from **TZS 464** billion (2020) to **TZS 786** billion (2024) leading to increased number of beneficiaries from **142,170** (2020) to **245,799** beneficiaries (2024). Similarly, health centres increased from **8,446** (2020) to **9,734** in 2024, access to health commodities and equipment increased from **75.6%** (2020) to **89.3%** (2024), while maternal death declined from **556** deaths (2020) to **104** deaths (2024). Besides, urban water accessibility has increased from **70.1%** (2020) to **79.6%** (2024). Also, tarmac road network increased from **13,235** km (2020) to **15,366** km (2024). By year 2030, the Manifesto aspires for annual GDP growth of **7.0%**, increased mineral sector growth from **16%** (2025) to **50%** (2030), increased hydroelectric power generation from **6,916.7MW** (2025) to **8,000MW** (2030), promoting tourism to increase number of tourists from **5.3 million** (2025) to **8.0 million** (2030), and provision of universal health insurance. The Strategy takes into consideration of achievements made and focus in mainstreaming the targets of the Manifesto.

2.8.4. National and Sectoral Policies

The National Trade Policy 2003 (2023 Edition) considers trade sector as a source of income generation, employment creation and welfare improvement. The National Construction Industry Policy (2003) emphasizes on efficiency and cost effectiveness of performance to guarantee value of money. On the other hand, the National Agricultural Policy (2013) put emphasis on dealing with key sector challenges including low agriculture production and productivity, profitability, value addition and prevalence of post-harvest losses; through effective utilization of irrigation schemes, building capacity of youth in agriculture and strengthening post-harvest loss reduction initiatives.

The National Land Policy (1997) addressed changes in land use and increasing human population with pressure on urbanization, multiple use of land, growing land markets and growth of investors' appetite, including protecting sensitive areas of the land such as wetlands, ecosystems and public open spaces. The National Human Settlements Development Policy (2000) promotes development of sustainable human settlements through provision of adequate and affordable shelter to all income groups in the country. Moreover, the National Environmental Policy (2021) provides a framework for guiding harmonized and coordinated environmental management for improving welfare of current and future generations. It also promotes conservation of water sources, managing pollution and strengthening conservation of wildlife habitats and biodiversity in addressing impacts of climate change.

Whilst the National Investment Promotion Policy (1996) focuses on promoting optimal mobilization and utilization of domestic resources to promote exports and technology transfer, it also stimulates inflows of external resources to complement national efforts, mainly through Foreign Direct Investments (FDIs). The Integrated Industrial Development Strategy (2025) emphasizes horizontal and vertical integration, aiming to enhance agriculture and resource-based industrialization, and fostering growth of infrastructure and institutional support.

As industrialization and economic growth need healthy and skilled workforce, the National Health Policy (2007) aims to have a healthy community with reliable well-being for personal and national development, prioritizing reducing diseases and death for improved life expectancy. Likewise, the National Education and Training Policy 2014 (2023 Edition) develop an education and training system to prepare Tanzanians in skills, professionalism and positive attitude towards contributing to economic sustainability; through broader opportunities for career, skills and professional development. The policies have been referred in developing targets, performance indicators and milestones for effective coordination of regional development.

2.8.5. Sustainable Development Goals

The RS Strategic Planning mainstreams implementation of the Sustainable Development Goals (SDGs), while the revised Strategy is developed for implementation in the last five-years phase of Sustainable Development Goals (SDGs). SDGs implementation report of 2025 showed that **18** percent of the **169** SDGs targets were on-track or target met, **17** percent of the targets had moderate progress, **31** percent had marginal progress, implementation of **17** percent of the targets had stagnated and **18** percent of the targets were regressing. In fact, none of the targets were on track for no poverty (Goal No.1), gender equality (Goal No.5), clean water and sanitation (Goal No.6) and peace, justice and strong institutions (Goal No.16). It is reported that more people are still in extreme poverty, threatening targets of halving national poverty rates by 2030 and global progress on child malnutrition was slowing, but with signs of reversal; whereby Sub Saharan Africa showed the lowest (**23** percent) of Minimum Dietary Diversity (MDD) for children and MDD for women (**44** percent) relative to

target. However, food waste is a problem in countries of all economic levels, with average household waste differing by just **7** kilograms per person annually.

Besides, global maternal death fell slightly but Sub-Saharan Africa (SSA) and Southern Asia together accounted for **87** percent of global maternal death. Likewise, under-5 mortality rate revealed remarkable gaps where SSA under-5 mortality rate of **69** deaths per **1000** live births was **18** times higher than Australia and New Zealand's rate in 2025. Similarly, global fight against infectious diseases is below target and NCDs cause more than half of the death for people under **70** years. Moreover, majority of suicides were found in low- and middle-income countries (**73** percent). Furthermore, official development assistance on health has sharply declined and there is a growing global shortage of health workforce.

The report also indicated that over half of global work force remains in informal employment and the trend is rising. Youth face persistent challenges in labour markets, with low employment rate. There is also an increase in non-compliance to labour rights, where one in five people report having been discriminated against on at least one ground prohibited by international law in **12** months ago, and LDCs reported the highest rates averaging **24.3** percent. Likewise, loss of lives due to global conflict reached **40** percent in 2024 globally; perpetuated by deep mistrust, lack of transparency and unsatisfactory services delivery. Despite of that chaos, trafficking is increasingly targeting children, and human right defenders and journalists are facing increasing violence. Moreover, average housing burden is the highest in SSA at **43.5** percent amid urbanization and financing at local level lags. The Strategy is developed to align interventions towards targets and milestones of SDGs performance indicators for remaining period.

2.8.6. Africa Development Agenda 2063

The strategy also contributes to realizing aspirations of the Africa Development Agenda 2063. In 2013 African Countries developed five ten-year implementations of African Agenda 2063 beginning with first phase between 2014 to 2023. In the first phase report, Continental performance shows a decline in standard of living, quality of life and well-being from **56** percent in 2019 to **31** percent in 2021; peace and security goal from **80** percent in 2019 to **60** percent in 2021; and engagement and empowerment of youth and children from **38** percent in 2019 to **33** percent in 2021. However, achievement of some other goals has increased such as education underpinned by science, technology and innovation (STI) from **25** percent in 2019 to **44** percent in 2021; health and nutrition from **43** percent to **77** percent; economic transformation and job creation from **13** percent to **17** percent; climate resilience sustainability from **28** percent to **64** percent; democracy, human rights and rule of law from **26** percent to **42** percent; capable institutions and leadership transformations from **5** percent to **32** percent; peace, security and stability from **44** percent to **57** percent; gender equality from **38** percent to **81** percent; and taking full responsibility for financing continental development from **17** percent to **55** percent. Whilst the Strategy focuses on addressing fully the targets of the Africa Development Agenda 2063, it strengthens corrective measures to all issues whose implementation seem off-track.

2.9. Key Challenges and Opportunities Identified

Key challenges identified include prevalence of stunting above the national target, and declining production and productivity of economic activities which lead to gradual decline of regional share to national GDP. However, there are enough policies and programmes in favour of attracting investment and intra and inter-regional business.

2.10. Critical Issues for Consideration

Growing youth unemployment, population dynamics, inadequate quality controls during implementation of projects, project cost overruns, narrow and unsustainable revenue sources, geo-weather barriers, and inaccuracy and inadequacy of data; are critical issues for consideration in planned implementations. Critical review of those parameters shows a need for consideration of:

- 1) **Rapid Urbanization and Population Growth:** Increased demand for low-cost housing, effective sewerage infrastructure and social services, particularly in regional towns.
- 2) **Climate Change and Environmental Risks:** Increased frequency of floods, droughts, and soil degradation affecting agriculture and livelihoods.
- 3) **Technological Changes:** Rapid digitalization which requires enhanced ICT infrastructure and continuous skills enhancements for effective service delivery.
- 4) **Youth Unemployment:** Rising unemployment of youth, leading to potential social unrest and underutilization of human capital.
- 5) **Public Health Threats:** Emerging diseases, inadequate health infrastructure and shortage of health personnel pose risks to community well-being and improvement of services.
- 6) **Economic Vulnerabilities:** Dependence on narrow and undiversified revenue sources and prevalence of regional economic shocks (such as droughts and floods) affecting sustainability of LGAs and development projects.

CHAPTER THREE

VISION, MISSION, CORE VALUES, STRATEGIC OBJECTIVES, STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS [KPIs]

3.1. VISION

Inclusive and sustainable socio-economic growth for a prosperous Iringa

3.2. MISSION

To effectively coordinate Local Government Authorities, sustain resources management, business re-engineering and sector transformations, strategic partnership and responsive governance in driving quality service delivery and sustaining geo-political and community engagement for Regional socio-economic growth

3.3. CORE VALUES (KAMWENE)

| | | |
|---|-----------------------------|--|
| K | Kindness | Treat others with compassion, respect, humility and consideration |
| A | Accountability | Taking responsibility for one's actions, decisions, and outcomes |
| M | Motivation | Foster enthusiasm, determination, focus on success, commitment, self-direction and a positive drive among individuals and teams to achieve overall organizational goals successfully |
| W | Wisdom | Apply knowledge, experience, creativity and good judgment to make sound decisions and solve problems effectively |
| E | Empowerment | Be committed to provide resources, knowledge, authority, and support to individuals and communities to take control of their decisions, actions, and development |
| N | Nurturing to support growth | Be committed to care, mentor, build capacity, and create an environment where individuals and teams can thrive, learn, and reach their full potential |
| E | Efficiency | Aim to achieve the best possible outcomes with the least waste of resources—time, money, and effort—while maintaining quality and effectiveness in all actions and decisions |

3.4. STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS OF THE PLAN

3.4.1. Objective A: Services improved and HIV Infection reduced

The objective focuses on coordinated planning across health systems and stakeholders. It strengthens HIV prevention, treatment, service integration, and quality of care to staff and the community.

3.4.2. Objective B: Implementation of National Anti-Corruption strategy enhanced and sustained

The basis of the *Dira 2050* is governance, peace, security and unity. Good Governance is a critical element in building economic growth and social development. Corruption is amongst hindrances to good governance. The objective emphasizes strengthening good governance by mainstreaming anti-corruption efforts. It focuses on strong institutions, coordination, transparency, and sustained implementation to support development and public trust.

3.4.3. Objective C: Economic Production and Marketing Improved

Tanzania aspires to be first crop producer in Africa and among top ten worldwide by 2050. Iringa region is amongst six regions of food basket. The objective focuses on strengthening producer and market capacity across key sectors by improving productivity, quality, value addition, and post-harvest handling. It enhances market linkages, infrastructure, policy support, and private-sector engagement to boost competitiveness and sustainable growth across the full value chain.

3.4.4. Objective D: Infrastructure Development and Social Services Delivery Improved

Human Capabilities and Social Development is amongst three pillars of the *Dira 2050*. The objective focuses on improving essential infrastructure and social services such as education, health, social welfare and community development by enhancing availability, quality, and reliability of services. It strengthens service delivery systems, equity and inclusion, partnerships, and efficient resource use to improve citizens' well-being and economic opportunities. Overall, the scope spans physical infrastructure development, service delivery enhancement, and systems strengthening.

3.4.5. Objective E: Management of natural resources, environment and eco systems enhanced and sustained

The strategic objective focuses on improving sustainable management and conservation of natural resources, the environment, and ecosystems. It covers strengthening policies and institutions for environmental governance, promoting responsible use of land, water, forests, and wildlife, and restoring degraded ecosystems. The scope also includes enhancing community participation, building resilience to climate change, and ensuring long-term sustainability through effective monitoring, enforcement, and efforts on awareness creation to communities.

3.4.6. Objective F: Institutional performance, Planning and financial management improved

The strategic objective focuses on strengthening institutional performance through improved planning, budgeting, good governance and financial management systems in addressing human resources deficit, shortage of working facilities, quality and effectiveness of services delivered, modern technology and financial constraints during service provision. It builds institutional capacity, enhances transparency and accountability in resource allocation, and adopt efficient administrative and financial procedures. It also emphasizes improving data-driven decision-making, strengthening coordination across Sections/Units and LGAs, and ensuring effective implementation and monitoring of plans to enhance overall regional effectiveness and efficiency in service delivery.

3.4.7. Objective Y: Multi- sectorial Nutritional Services Improved

This strategic objective strengthens delivery of multi-sectoral nutrition services by improving coordination among health, agriculture, education, and community development sectors. It covers expanding access to high-quality nutrition interventions, promoting nutrition-sensitive agriculture, enhancing behavioural change communication, and improving early detection and management of malnutrition. It also includes building institutional and community capacity to ensure sustained, equitable, and effective nutritional outcomes for vulnerable populations.

3.4.8. STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS

Strategies, targets and key performance indicators for each objective have been shown in a detailed matrix for targets, strategies, key performance indicators and milestones as **Appendix 1. Table 1** provides summary of targets for each strategic objective as detailed in **Appendix 1**.

Table 1: Summary of Targets for Each Strategic Objective

| Strategic Objective | Targets | Responsible Person |
|---|---|--------------------|
| A: Service improved and HIV Infection reduced | A01S: Achieve zero HIV-related stigma and discrimination amongst staff by June 2031 | AASAHRM |
| | A02S: Ensure that 90% of all employees have undergone HIV testing and counseling and received their results within the workplace program by June 2031 | AASAHRM |
| | A03S: Achieve a 95% rate of employees demonstrating comprehensive knowledge of HIV/AIDS through anonymous surveys or assessments by June 2031 | AASAHRM |
| | A01S: Achieve and maintain the UNAIDS 95-95-95 treatment cascade targets by June 2031 | RMO |
| | A02S: Reduce the annual rate of new HIV infections (incidence) in Iringa by 95% by June 2031 | RMO |
| | A03S: AIDs-Related deaths reduced from by 95% by June, 2031 | RMO |
| | A01S: Achieve zero HIV-related stigma and discrimination in the community by June 2031 | HCDU |
| | A01S: Achieve zero HIV-related stigma and discrimination amongst staff by June 2031 | DAS - MUFINDI |
| | A02S: Ensure that 90% of all employees have undergone HIV testing and counseling and received their results within the workplace program by June 2031 | DAS - MUFINDI |
| | A03S: Achieve a 95% rate of employees demonstrating comprehensive knowledge of HIV/AIDS through anonymous surveys or assessments by June 2031 | DAS -MUFINDI |
| | A01S: Achieve zero HIV-related stigma and discrimination amongst staff by June 2031 | DAS -KILOLO |
| | A02S: Ensure that 90% of all employees have undergone HIV testing and counseling and received their results within the workplace program by June 2031 | DAS - KILOLO |
| | A03S: Achieve a 95% rate of employees demonstrating comprehensive knowledge of HIV/AIDS through anonymous surveys or assessments by June 2031 | DAS - KILOLO |
| | A01S: Achieve zero HIV-related stigma and discrimination amongst staff by June 2031 | DAS-IRINGA |
| | A02S: Ensure that 90% of all employees have undergone HIV testing and counseling and received their results within the workplace program by June 2031 | DAS-IRINGA |
| A03S: Achieve a 95% rate of employees demonstrating comprehensive knowledge of HIV/AIDS through anonymous surveys or assessments by June 2031 | DAS-IRINGA | |
| B: National Anti-Corruption implementation strategy enhanced and sustained | B01S: ACAP developed and launched by June 2027; fully implemented and annually reported on by June 2031 | AASAHRM |
| | B02S: Conduct mandatory annual fraud risk assessments for all departments, resulting in documented mitigation plans and a 50% reduction in identified high-level risks by June 2031 | AASAHRM |
| | B03S: Establish and promote safe, accessible, and confidential channels for reporting suspected corruption or ethical breaches by June 2031 | AASAHRM |
| | B04S: 100% code of conduct adherence verified annually; 75% positive ethics perception achieved and maintained by June 2031 | AASAHRM |
| | B01S: ACAP developed and launched by June 2027; fully implemented and annually reported on by June 2031 | DAS -MUFINDI |
| | B02S: Conduct mandatory annual fraud risk assessments for all departments, resulting in documented mitigation plans and a 50% reduction in identified high-level risks by June 2031 | DAS -MUFINDI |
| | B03S: Establish and promote safe, accessible, and confidential channels for reporting suspected corruption or ethical breaches by June 2031 | DAS -MUFINDI |
| | B04S: 100% code of conduct adherence verified annually; 75% positive ethics perception achieved and maintained by June 2031 | DAS -MUFINDI |
| | B01S: ACAP developed and launched by June 2027; fully implemented and annually reported on by June 2031 | DAS -IRINGA |
| | B02S: Conduct mandatory annual fraud risk assessments for all departments, resulting in documented mitigation plans and a 50% reduction in identified high-level risks by June 2031 | DAS -IRINGA |
| | B03S: Establish and promote safe, accessible, and confidential channels for reporting suspected corruption or ethical breaches by June 2031 | DAS -IRINGA |
| | B04S: 100% code of conduct adherence verified annually; 75% positive ethics perception achieved and maintained by June 2031 | DAS -IRINGA |

| | | |
|--|---|--------------|
| | B01S: ACAP developed and launched by June 2027; fully implemented and annually reported on by June 2031 | DAS - KILOLO |
| | B02S: Conduct mandatory annual fraud risk assessments for all departments, resulting in documented mitigation plans and a 50% reduction in identified high-level risks by June 2031 | DAS - KILOLO |
| | B03S: Establish and promote safe, accessible, and confidential channels for reporting suspected corruption or ethical breaches by June 2031 | DAS - KILOLO |
| | B04S: 100% code of conduct adherence verified annually; 75% positive ethics perception achieved and maintained by June 2031 | DAS - KILOLO |
| C: Economic Production and Marketing Improved | C01S: Achieve and maintain a regional GDP (RGDP) growth rate of at least 7% annually within the five-year period beginning by June 2026 in contributing to the national goal of becoming a competitive upper middle-income economy | AASEPC |
| | C02C: Crops Production and Productivity increased from 1,100,103 tons in 2025 to 1,320,123.6 tons by June, 2031 | AASEPC |
| | C03C: Tourism Activities in the Region promoted and international and domestic tourists increased by 30% by improving tourism investment June 2031 | AASEPC |
| | C04C: Livestock Production and Productivity increased by 20% through improved livestock management and Production Technologies adoption in 5LGAs by June 2031 | AASEPC |
| | C05C: Improvement of Agricultural Infrastructures by establishing sustainable irrigation systems and warehouses in 5LGAs constructed and rehabilitated by June 2031 | AASEPC |
| | C06C: Fisheries Production and Productivity increased from 1586 tones to 1860 tones through increasing fish production technologies adoption and fisheries resources management in 5LGAs by June 2031 | AASEPC |
| | C01S: Increase regional GDP by 7 % over 5 years by fostering agribusiness clean energy and value addition by June, 2031 | AASEPC |
| | C02S: Decrease regional unemployment rate in industry, trade and investments by 0.15% by June 2031 through targeted workforce development programs and support for local business | AASITI |
| | C03S: Increase resilience on supply chains leading to 40% increase in local sourcing in key industries and traders by June 2031 | AASITI |
| | C04S: Attract at least TZS 56 billion in new FDIs and TZS 1 billion in domestic investment and support growth of 284,171 local businesses to stimulate regional economic diversification by June 2031 | AASITI |
| | C05S: Improve business regulatory environment and boost efficiency and transparency by June 2031 | AASITI |
| D: Infrastructure Development and Social Services Delivery Improved | D01S: Increase the teacher-student ratio to 1:40 in primary schools and 1:30 in secondary schools by 2031 through strategic recruitment and continuous professional development (CPD) | AASEVT |
| | D02C: Equip 70% of secondary schools with basic ICT labs (computers & internet) and train 80% of teachers in digital pedagogy by 2031 to bridge the digital divide | AASEVT |
| | D03S: Increase enrollment and retention of vulnerable groups (girls, children with disabilities, out-of-school youth) by 15% by 2031 through targeted support programs and community awareness, reducing dropout rates by 10% | AASEVT |
| | D04S: Reduce the gap between graduate skills and labor market needs by increasing Technical & Vocational Education and Training (TVET) enrollment by 25% and introducing relevant vocational modules in secondary schools by 2031 | AASEVT |
| | D05S: Increase enrolment in TVET by 30% and achieve an 80% graduate employment or self-employment rate within six months of completing TVET programs by June 2031 | AASEVT |
| | D06D: Construct/renovate 100 classrooms & 50 teacher houses in underserved primary/secondary schools by 2031, reducing classroom deficit by 20% and improving teacher retention in rural areas | AASEVT |
| | D07S: To strategically position Iringa Region as top 3 in SHIMIVUTA, UMISETA and UMITASHUMTA by June, 2031 | AASEVT |
| | D01D: Reduce RS projects overruns from 20% to 5% and projects delays from 90% to 10% by June 2031 | AASAHRM |
| | D02D: Construct 2 District Commissioners' offices, 6 Divisional and 10 Ward Offices by June 2031 | AASAHRM |
| | D03C: Achieve 100% compliance with ergonomic standards, reducing 25% of reported physical discomfort by June 2031 | AASAHRM |
| | D04D: Undertake major rehabilitation of RC main office building and 2 residential buildings, and minor rehabilitation of 3 offices and 2 residential buildings by June 2031 | AASAHRM |
| | D01S: Maternal, Child and Infant deaths reduced by 80% by June 2031 | RMO |
| | D02S: Health commodities availability increased from 89% to 95% by June 2031 | RMO |
| | D03S: Protection to vulnerable groups and quality psycho social support services strengthened from 61% to 85% by June 2031 | RMO |
| | D04S: To provide sustainable WASH services in 598 villages/Street, 360 health facilities and 826 schools by June, 2031 | RMO |
| | D05S: Communicable diseases reduced by 50%, emerging and re-emerging diseases controlled by 100% by June 2031 | RMO |
| | D06S: Provision of services for Non Communicable diseases strengthened from 57% to 80% by June 2031 | RMO |
| | D07S: Malaria incidence rate reduced from 6 cases to 1 case per 1000 population by June 2031 | RMO |
| | D08S: Malaria incidence rate reduced from 6 cases to 1 case per 1000 population by June 2031 | RMO |
| | D01S: Ensure 100% compliance to standards, guidelines and policies in 150 building projects, 105 roads projects, 5 energy projects and 10 water projects undertaken in the Region by June 2031 | AASIS |

| | | |
|--|---|---------|
| | D02D: Upgrade capacity and quality of Regional to District bitumen Roads for 107 kilometres and construct 310.29 kilometres of strategic roads to enhance connectivity to residence, national parks, manufacturing industries, forest products, farms and agricultural markets by June 2031 | AASIS |
| | D03S: Increase urban water supply coverage in Iringa from the current 95% to 98% by June 2031, and expand peri-urban and rural coverage to 85% by June 2031 | AASIS |
| | D04S: Expand access to clean, reliable energy, specifically by increasing rural electricity connectivity to at least 95% of all hamlets in registered villages within the region by June 2031 | AASIS |
| | D05S: Stakeholders involvement in planning and implementation of road development and air transport sectors improved by 100% within the region by June 2031 | AASIS |
| E: Management of natural resources, environment and eco systems enhanced and sustained | E01S: Conservation of Natural Resources and Environmental management Enhanced by encouraging sustainable utilization of Natural resources and adoption of clean energy sources in 5 LGAs by June, 2031 | AASEPC |
| | E02S: Achieve the effective restoration of at least 30% of degraded terrestrial and inland water ecosystems by June 2031 | AASEPC |
| F: Institutional performance, Planning and financial management improved | F01C: Restructure and automate core administrative and service delivery processes by June 2031 | AASAHRM |
| | F02S: 25% decrease in grievances related to staff matters; and 10% increase in staff feeling valued | AASAHRM |
| | F03S: Reduce reported burnout by 15% and increase uptake in wellness programs by 30% | AASAHRM |
| | F04S: Ensure 90% compliance to OSHA, and local labor laws and regulations, using regular audits and clear policy management systems by June 2031 | AASAHRM |
| | F05S: Achieve and Sustain an Employee Net Promoter Score (eNPS) of +50 or Higher by June 2031 | AASAHRM |
| | F06S: Decrease the Absenteeism Rate from% to15% to Improve Overall Workforce Reliability and Morale by June 2031 | AASAHRM |
| | F07S: Reduce Voluntary Employee Turnover from% to% Annually Through Enhanced Career Development Opportunities by June 2031 | AASAHRM |
| | F01S: Annually reduce outstanding audit queries from 75% to 90% by June 2031 | CA |
| | F02S: Increase annual burning rate from 85% to 95% for projects and operational budget by June 2031 | CA |
| | F03S: Implement a transparent performance-based reward system, recognizing top performers with statutory motivations or bonuses/promotions, and establishing clear career paths for Finance and Accounts staff by June 2031 | CA |
| | F01S: Achieve a minimum of 85% satisfaction rating in annual client feedback surveys regarding the quality, professionalism, and value of internal audit recommendations by June 2031 | CIA |
| | F02S: Achieve a minimum of 95% implementation rate of internal and external audit recommendations related to compliance issues by June 2031. | CIA |
| | F03S: Implement a transparent performance-based reward system, recognizing top performers with statutory motivations or bonuses/promotions, and establishing clear career paths for IA staff by June 2031 | CIA |
| | F04S: 100% of annual audit plans risk-based; 80% of high-risk findings addressed by management within agreed timelines by June 2031 | CIA |
| | F05S: Increase annual implementation rate for high - priority audit recommendations from 40% to 85% by June 2031 | CIA |
| | F06S: Decrease average audit cycle time from 12 weeks to 8 weeks and increase use of data analysis in audits by 2031 | CIA |
| | F01S: Increase percentage of PPRA Compliance from 85% to 100% by June 2031 | HPMU |
| | F02S: Achieve 100% compliance with the Public Procurement Act and Regulations by June 2031 | HPMU |
| | F03S: 100% electronic processing rate documented in the NeST system's reports by June 2031 | HPMU |
| | F04S: Offer performance-based and statutory motivations tied to specific agreed upon PMU targets by June 2031 | HPMU |
| F01S: Offer performance-based and statutory motivations tied to specific agreed upon Legal Unit targets by June 2031 | HLU | |
| F02S: Reduce 40% of average processing time for legal opinions/contracts by June 2031 through digital workflow implementation, ensuring timely support for regional development projects | HLU | |

| | | |
|---|--|--------|
| | F03S: Achieve 95% compliance rate for all regional transaction contracts and procurement documents by June 2031 | HLU |
| | F01S: Oversee ICT standards and attain 100% online availability of all key public services with a user adoption rate over 80% across the region by June 2031 | HICT |
| | F02S: Develop and fully implement a comprehensive crisis communication plan that reduces RS average response time to a new crisis from 4 days to 12 hours by June 2031 | HICT |
| | F01S: Increase the RS share of voice in major regional media outlets from 50% to 85% by June, 2031. | HGCU |
| | F02S: Increase employee engagement with internal communication platforms from 50% to 85% by June, 2031. | HGCU |
| | F03S: Increase overall public trust in the RS from the 50% to 80% by June, 2031. | HGCU |
| | F01S: Coordinate 90% of Regional Performance Score by June 2031 | AASPC |
| | F01S: Ensure 100% of RS and 5 LGAs development projects, strategic plan, Ruling Party Manifesto indicators and Government directives, are Monitored and Evaluated by June 2031 | HMEU |
| | F02S: Implement a transparent performance-based reward system, recognizing top performers with statutory motivations or bonuses/promotions, and establishing clear career paths for 4 M&E staff by June 2031 | HMEU |
| | F01S: Strengthen Financial Management and control to 5 LGAs from 55% to 100% by June 2031. | AASMMI |
| | F02S: Enhance Annual Revenue collection in 5 LGAs from TZS 42 Billion to TZS150 Billion by June 2031 | AASMMI |
| | F03S: Monitor and evaluate performance effectiveness of 5 LGAs in Good Governance and statutory compliance from 60% to 100% by June 2031 | AASMMI |
| | F01S: Expand access to clean, reliable energy, specifically by distributing over 9,000 clean cooking gas cylinders to at least 95% of registered villages within the region by June 2031 | HCDU |
| | F02S: Increase registration of small-scale traders from 3364 to 10,092 and designate official trading areas from 35 to 70 in 5 LGAs by June 2031 | HCDU |
| | F03S: To Strengthen 8 community development programs and projects in 5 LGAs by June 2031. | HCDU |
| Y: Multi- sectorial Nutritional Services Improved | Y01S: Reduce prevalence of stunting among children under five years old from 56.9% to 25% by June 2031 | RMO |
| | Y02S: Achieve 90% coverage for essential micronutrient supplementation programs and ensure 95% of all edible salt in Iringa is adequately iodized by June 2031 | RMO |

CHAPTER FOUR

RESOURCES FOR IMPLEMENTING THE PLAN

4.1. INTRODUCTION

Implementation of the Plan requires human, financial and technological resources throughout the period. Human resources will be recruited or promoted for successful accomplishment of planned targets and objectives. However, some duties will be outsourced. Financial resources will also be required, where the main source will be through Government Subvention. Most of the software and systems used by the Regional Secretariat are adopted from parent ministry (PMO-RALG), PO-PSM, PMO, and the Ministry of Finance. Thus, no huge investment on systems and software are expected throughout the period.

4.2. HUMAN RESOURCES

Number of staff, skills and expertise required for implementation of the strategic plan are as shown in **Table 2**.

Table 2: Human Resources Requirement

| Skills Required | Number of Staff |
|--|-----------------|
| CPA professional skills, IPSAS, MSc Financial and Investment skills | 26 |
| MSc and PSPTB certifications, shortcourses | 7 |
| Masters degree in various skills, Office Management secretarial skills | 16 |
| Shortcourses in various skills especially for earning CPD hours for compliance | 10 |
| Economics - 10, planning -2, project management-4, statistics and data analysis -4, monitoring and evaluation -2 | 22 |
| CIA, CISA for auditing | 5 |
| Business Management or Business Administration, Market Management, Commerce, Finance and Investment | 5 |
| Medical staff team for Regional coordination | 17 |
| Staff in other fields | 90 |
| Total number of staff projected | 198 |

4.3. FINANCIAL RESOURCES

Implementation of the Strategic Plan throughout five years is expected to cost **TZS 45,445, 406,400.00**, out of which **TZS 39,000,000,000.00** is projected to be realized from Government Subvention and **TZS 6,445,406,400.00** will be mobilized through development partners.

4.4. TECHNOLOGICAL RESOURCES

Software or local systems required to be purchased or developed include:

- Data analysis tool for internal audit use
- Programmable data analysis tool for planners, especially the Matlab and

CHAPTER FIVE

RESULTS FRAMEWORK

5.1. INTRODUCTION

A “results framework” describes, in concrete terms future achievements envisioned by Iringa RS and how it will monitor and measure performance. It visualizes monitoring and evaluation arrangements identified along the planning process. The framework comprises results realized from quantities and qualities identified for implementing SMART targets designed, as described above in Chapter 3 and Log-frame, which will be used to monitor progress in achieving objectives as explained in Chapter 5. It also involves expected results from design of key performance indicators as expressed in **Appendix 2**. The design of evaluations and reviews, which will provide feedback to the management and guide to corrective measures on issues of performance are also expressed. The Plan will be linked to Annual Operational Plans and MTEF Budget estimates in each year of implementation, to ensure availability of resources for implementation.

5.2. THE DEVELOPMENT OF OBJECTIVES

The main objectives include strengthening human development, poverty alleviation and economic growth. After critical analysis of RS performance review and literature reviews from various sources, and an appetite of the Regional Secretariat to serve citizens in Iringa region, seven (7) strategic objectives have been developed, with 109 targets identified for effective implementation of the objectives. Sequential implementation of the targets is scheduled through annual milestones for each performance indicator as shown in **Appendix 1**.

5.3. BENEFICIARIES OF THE ORGANIZATION SERVICES

Main beneficiaries of the Organization Services include the general public, LGAs, NGOs and CBOs, sector ministries, public institutions within the region, investors and businessmen in various sectors within the region.

5.4. LINKAGES WITH THE NATIONAL FRAMEWORKS (FYDP IV)

Development of the Strategic Plan refers to the first phase of implementing the Tanzania Development Vision 2050, as articulated in the Five-Year Development Plan IV. As so, the Region strategically mainstreamed implementation of 18 targets of TDV 2050 as sequenced in the Five-Year Development Plan IV. Linkages have been set on output, impact and outcomes of the TDV 2050 targets and the roadmap of the *Dira 2050* implementation strategies.

5.5. RESULTS CHAIN

The Results Chain is simply expressed using hierarchy from inputs to the impact as shown in Table 3. Briefly, required inputs include funding, human resources, infrastructure, and conducive policies. Main activities to be undertaken include training, construction, service delivery, and capacity building. For undertaking activities, outputs expected include facilities built, people trained, and services delivered, leading to increased productivity, access to services, and income growth. As a result, sustainable socio-economic development and poverty reduction in Iringa Region will be realized.

Table 3: Results Chain

| Impacts | SMART Indicators | Means of Verification | Assumptions | Alignment |
|---|--|--|---|---|
| Improved quality of life and inclusive, sustainable socio-economic development in Iringa Region by 2031 | <ul style="list-style-type: none"> Poverty rate reduced from baseline (2025) by ≥15% by 2031 Regional GDP per capita increased by ≥30% by 2031 Human Development Index (HDI) score increased by ≥20% | <ul style="list-style-type: none"> NBS Household Budget Survey Regional Economic Reports National HDI Reports | <ul style="list-style-type: none"> Macro-economic stability Continued political stability Adequate national budget support | <p>Vision 2050: Strong, Inclusive and competitive economy</p> <p>CCM 2025: Poverty reduction, improved living standards</p> <p>FYDP IV: Elimination of severe poverty</p> |
| Outcomes | SMART Indicators | Means of Verification | Assumptions | Alignment |
| 1. Increased incomes and employment opportunities | <ul style="list-style-type: none"> Unemployment rate reduced by ≥10% by 2031 ≥60% of households report increased income | <ul style="list-style-type: none"> Labour Force Surveys Regional employment records | Private sector growth sustained | <p>Vision 2050: Human capabilities and Social development</p> <p>CCM 2025: Job creation</p> |
| 2. Improved agricultural productivity and market access | <ul style="list-style-type: none"> Average crop yields increased by ≥40% ≥50% of farmers linked to formal markets | <ul style="list-style-type: none"> Agricultural surveys Cooperative records | Favorable climate conditions | <p>Vision 2050: Modern agriculture to increase food surplus</p> <p>CCM 2025: Agriculture transformation</p> |
| 3. Improved access to quality health and education services | <ul style="list-style-type: none"> Primary & secondary completion rate ≥90% Maternal mortality reduced by ≥30% | <ul style="list-style-type: none"> Education & Health MIS DHS reports | Adequate staffing | <p>Vision 2050: Human capabilities and Social development</p> <p>CCM 2025: Education and health improvement</p> |
| 4. Improved infrastructure and connectivity | <ul style="list-style-type: none"> ≥85% rural road network passable year-round Electricity access ≥75% households | <ul style="list-style-type: none"> TANROADS/REA reports | Timely funding | <p>Vision 2050: Transformative sectors for economic growth</p> <p>CCM 2025: Infrastructure development</p> |
| 5. Strengthened governance and inclusion | <ul style="list-style-type: none"> ≥70% citizen satisfaction with public services Women/youth participation ≥50% in supported projects | <ul style="list-style-type: none"> Citizen scorecards LGAs reports | Community engagement | <p>Vision 2050: Strong, Inclusive and Competitive Economy</p> <p>CCM 2025: Empowering special groups to eliminate extreme poverty</p> |
| Outputs | SMART Indicators | Means of Verification | Assumptions | Alignment |
| 1. Farmers and SMEs supported | <ul style="list-style-type: none"> ≥80,000 farmers trained ≥5,000 SMEs supported | <ul style="list-style-type: none"> Training reports SME registries | Adoption of technologies | Vision 2050: Competitive private sector |
| 2. Social infrastructure improved | <ul style="list-style-type: none"> ≥500 classrooms built/rehabilitated ≥50 health facilities upgraded | <ul style="list-style-type: none"> Construction reports | Contractor performance | CCM: Social services improvement |

| | | | | |
|--|---|------------------------------|--|--|
| 3. Infrastructure expanded | <ul style="list-style-type: none"> • ≥600 km roads upgraded • ≥150 villages electrified | • Works certificates | Weather conditions | Vision 2050: Transformative sectors for stimulating economic growth CCM 2025: Infrastructure development |
| 4. Governance capacity enhanced | <ul style="list-style-type: none"> • ≥1,000 LGA staff trained • Functional M&E systems in all councils | • Training & audit reports | Staff retention | Vision 2050: Governance, Peace, Security and Stability as foundation for growth CCM 2025: Accountable leadership |
| 5. Environment protected | <ul style="list-style-type: none"> • ≥10,000 ha reforested • ≥40% farmers practicing climate-smart agriculture | • Environmental audits | Community buy-in | Vision 2050: Environmental Integrity and Climate Change Resilience CCM 2025: Environmental management |
| | | | | |
| Activities | Indicators | Means of Verification | | Alignment |
| Economic Development | | | | |
| Provide agricultural inputs (seeds, fertilizers, tools) | • # of input packages distributed | Extension reports | Increasing productivity | Vision 2050: Inclusive and competitive economy CCM 2025: Agriculture modernization |
| Train farmers on climate-smart and modern farming techniques | * # farmers trained | Extension reports | Promoting smart-agriculture and community buy-in | Vision 2050: Inclusive and competitive economy CCM 2025: Agriculture modernization |
| Support agro-processing, storage, and market linkages | *# of linkages supported | Extension reports | Increasing value-addition | Vision 2050: Inclusive and competitive economy CCM 2025: Agriculture modernization |
| Facilitate access to microfinance and entrepreneurship training | *# of farmers facilitated *# Amount of loans facilitated | Extension reports | Increasing accessibility and capital enhancement | Vision 2050: Inclusive and competitive economy CCM 2025: Agriculture modernization |
| Social Services | | | | |
| Construct and rehabilitate classrooms, health centers, and water systems | <ul style="list-style-type: none"> • # education facilities completed • # health facilities completed | Site inspection reports | Improving quality of education | Vision 2050: Human capabilities and Social development CCM 2025: Improving quality of education and health services |
| Train and deploy teachers, health workers, and extension officers | *# of staff trained | Training and audit reports | Filling skills gaps | Vision 2050: Human capabilities and Social development CCM 2025: Improving quality of education and health services |
| Conduct community health, nutrition, and education awareness programs | *# of awareness programmes | Programme reports | Raising awareness | Vision 2050: Human capabilities and Social development CCM 2025: Improving quality of education and health services |
| Infrastructure | | | | |
| Construct and rehabilitate roads and bridges | <ul style="list-style-type: none"> • Km roads and bridges built • Km roads and bridges rehabilitated • # connections | Infrastructure reports | Accessing roads and bridges throughout | Vision 2050: Transformative sectors and improved logistics CCM 2025: Improving roads |
| Expand rural electrification and solar energy projects | *# of hamlets accessing electricity | Infrastructure reports | All hamlets to access electric supply | Vision 2050: Inclusive and competitive economy CCM 2025: Increasing rural electrification |

| | | | | |
|---|--|---------------------------------|---|---|
| Develop ICT hubs and improve digital connectivity | *% of digital connectivity | ICT Committee reports | Extend connectivity regionwide | Vision 2050: Economic drivers for growth CCM 2025: Strengthening digital connectivity |
| Governance & Capacity Building | | | | |
| Train local government officials on planning, M&E, and financial management | • # people trained | Attendance & certificates | Improved planning and follow-ups through O&OD | Vision 2050: Inclusive and competitive economy CCM 2025: Capacity building |
| Strengthen community-based organizations and civil society engagement | *# of organizations strengthened | Community Development reports | Improving impact to communities | Vision 2050: Inclusive and competitive economy CCM 2025: Capacity building |
| Implement e-governance and service delivery systems | *# of automated public service processes | ICT Committee quarterly reports | Improving public access to services | Vision 2050: Inclusive and competitive economy CCM 2025: Improving public service delivery |
| Environment & Climate Resilience | | | | |
| Implement tree planting and watershed management programs | • # trees planted • # climate projects | Environmental reports | Improving environmental management | Vision 2050: Environmental Integrity and Climate Change Resilience CCM 2025: Increasing tree planting and environmental management |
| Promote conservation agriculture and sustainable land use | *# of demo plots | Programme reports | Raising community buy-in | Vision 2050: Environmental Integrity and Climate Change Resilience CCM 2025: Increasing tree planting and environmental management |
| Conduct climate risk assessments and disaster preparedness activities | *# of risk assessments *# of disaster preparedness programmes | Programme reports | Developing sustainable programmes | Vision 2050: Environmental Integrity and Climate Change Resilience CCM 2025: Increasing tree planting and environmental management |
| | | | | |
| Inputs | Indicators | Sources | | Alignment |
| Financial resources | • Annual budget allocation increased by ≥20% | MoFP & Regional budgets | Macroeconomic stability and predictability | Vision 2050: TDV 2050 Long-term Perspective Plan CCM 2025: Resource mobilization |
| Human resources | • Adequate staffing ratios met | Public service records | Stable labour market | Vision 2050: Human Capability and Social Development |
| Policies & systems | • Approved regional development plans | Regional budget memorandum | Priority budgeting | Vision 2050: TDV 2050 Long-term Perspective Plan |
| Community participation | • ≥70% community involvement rate | Community reports | Multiplier effects of inclusive economy | Vision 2050: Strong, Inclusive and Competitive Economy CCM 2025: People-centered development |

5.6. RESULTS FRAMEWORK MATRIX

Results Framework Matrix has been developed comprising of inputs, activities, expected outputs, outcomes and impact of interventions in realizing strategic objectives, strategies, targets and target values. The key performance indicators of output, outcomes and impact, have been given annual indicator values (milestones), with frequency of reporting, means of verifications and their linkages to the Tanzania Development Vision 2050, Five-Year Development Plan IV (2026/27-2030/31), and the Ruling Party Manifesto. The Results Framework Matrix is attached as **Appendix 2**.

5.7. MONITORING PLAN

This subsection explains Monitoring Plan for five years of the strategic planning cycle from 2023/24 to 2025/26. The Monitoring Plan focuses on arrangement for follow-ups on indicators, indicator description, baseline, annual milestones, indicator targets values, data collection and methods of analysis; indicator reporting frequencies and the officers who will be responsible for data collection, analysis and reporting. The indicators have been developed from developed targets in realizing strategic objectives of the Regional Secretariat. Though the outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis. Respective cost centres are required to collect data as per planned frequency of data collection and thereafter report the data with cited sources of verifying the reported data to sustain data consistency and integrity. The Monitoring Plan ensures effective realization of targets and performance indicators given in **Appendix 1**.

5.8. PLANNED REVIEWS

Annual interim reviews of the strategic plan will be conducted, followed by Mid-Year Review which will be undertaken in third year of implementation. Following the reviews conducted, adjustment of key performance indicators will be done to rectify implementation.

5.9. EVALUATION PLAN

The plan sets a total of three (3) annual evaluations as interim evaluations during the strategic plan cycle, followed by final evaluation at end of the final year of implementation in 2031. However, evaluation may be undertaken on-demand for key performance indicators whose frequency of data collection and reporting are on monthly or quarterly basis, depending on alerts from developed dashboards for monitoring implementation. The evaluations will be tracking progress on implementation of the targets and annual milestones, and their impact towards realizing organizational objectives. The annual action plans and indicator tracking tools will be used as the guiding tool for implementation of the plan and review exercises within the Strategic plan cycle. Resources for implementation will be mobilized annually during planning and budgeting process, whereby strategic interventions will be refined accordingly; for maximum utilization of opportunities available and taking care of dynamics.

5.10. REPORTING PLAN (INTERNAL AND EXTERNAL)

This sub-section provides a reporting plan which contains internal and external reporting. The reporting plan is in accordance with statutory requirements, National Policies and Plans, Ministry directives, Medium Term Strategic Planning and Budgeting Guidelines or as may be required by authorities from time to time.

5.10.1. Internal Reporting Plan

This plan will involve preparation of four types of reports namely monthly, technical, quarterly and annual reports. The reports will be prepared on monthly, quarterly, annually or on demand basis as may be required from time to time. The reporting plan is as detailed in Table 4:

Table 4: Internal Reporting

| S/N | Type of Report | Recipients | Frequency | Responsible Person |
|-----|-------------------|-------------------------------------|-----------|-------------------------|
| 1 | Monthly Reports | PMO-RALGAs/ Budget Committee | Monthly | Heads of Departments |
| 2 | Technical reports | RAS/PMO-RALGAs | On Demand | Heads of Departments |
| 3 | Quarterly Reports | RAS/PMO-RALGAs/ Budget Committee | Quarterly | Heads of Departments |
| 4 | Annual Reports | RAS/PMO-RALGAs/ Budget Committee | Annually | Heads of Departments |

5.10.2. External Reporting Plan

The plan will involve preparation of four types of external reports namely performance, financial, annual and outcome reports. The reports will be submitted to various external stakeholders, including Ministry of Finance, Presidents' Office - Public Service Management, Prime Minister's Office Regional Administration and Local Government Authorities, Controller and Auditor General, Development Partners, the Parliament and the General Public; and will be prepared on monthly, quarterly, annually or on demand basis from time to time as indicated in **Table 5**. The reporting plan will be in accordance with statutory requirements or as directed from time to time, and as per Government performance reporting requirements stipulated in the Medium-Term Strategic Planning and Budgeting Guidelines.

Table 5: External Reporting

| S/N | Type of Report | Recipients | Frequency | Responsible Person |
|-----|----------------------|---|------------------------|---------------------------------------|
| 1 | Performance Reports | MoF/PMO-RALGAs | Quarterly/ Annually | Head of M&E |
| 2 | Financial Statements | CAG/ LAAC | Quarterly/ Annually | Chief Accountant |
| 3 | Annual Reports | MoF/ PMO-RALGAs | Annually | Heads of Planning, M&E, and GCU |
| 4 | Outcome Reports | Parliament/Cabinet/ Ruling Party Committees | Annually/ On Demand | Heads of Planning and M&E |

5.11. RELATIONSHIP BETWEEN RESULTS FRAMEWORK, RESULTS CHAIN, M&E AND REPORTING ARRANGEMENTS

The results chain explains logical sequence of how inputs will be utilized in implementing activities leading to outputs, outcomes, and impact. The results framework organized that logical sequence into a structured set of results and objectives, while monitoring and evaluation (M&E) measures progress and performance against those targeted results using indicators and evidence gathered. The reporting arrangements provide channels and frequency of communicating M&E findings to stakeholders for accountability, learning, and decision-making. All together, they form a systematic linkage between planning, measurement of implementation, and management of results to desired ends.

Appendix 1

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|--|--|---|--------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| A: Service improved and HIV Infection reduced | Awareness creation and VCT undertaking amongst staff to promote HIV testing and elimination of stigma. | A01S: Achieve zero HIV-related stigma and discrimination amongst staff by June 2031 | % Perceived staff stigma | Good if decreasing | 2025/26 | N/A | 20 | 10 | 5 | 0 | 0 | AASAHRM |
| | VCT undertaking amongst staff to promote HIV testing and elimination of stigma and Providing linkages to supportive services for staff with HIV and provide food supplement support. | A02S: Ensure that 90% of all employees have undergone HIV testing and counselling and received their results within the workplace program by June 2031 | Number of staff tested | Good if increasing | 2025/26 | N/A | 100 | 120 | 130 | 163 | 163 | AASAHRM |
| | | | % of staff tested | Good if increasing | 2025/26 | N/A | 50 | 60 | 65 | 80 | 90 | AASAHRM |
| | Undertake regular seminars on HIV/AIDS workplace | A03S: Achieve a 95% rate of employees demonstrating comprehensive | % staff with knowledge | Good if increasing | 2025/26 | N/A | 40 | 60 | 70 | 80 | 95 | AASAHRM |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|--------------------------------------|--------------------|---------------|----------------|--------------------|------------|------------|-------------|-------------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | interventions, Conducting awareness surveys. | knowledge of HIV/AIDS through anonymous surveys or assessments by June 2031 | | | | | | | | | | |
| | Awareness creation to community and VCT undertaking in communities to promote HIV testing, treatment and elimination of stigma; Strengthening linkages and supportive services to PLHIV; Conducting researches on HIV/AIDS prevalence and suppression. | A01S: Achieve and maintain the UNAIDS 95-95-95 treatment cascade targets by June 2031 | % of UNAIDS target attained | Good if increasing | 2025/26 | 97-100-99 | 97-100-99 | 98-100-100 | 99-100-100 | 100-100-100 | 100-100-100 | RMO |
| | Data-driven hotspot targeting - Deploy mobile teams, outreach, and intensified combination | A02S: Reduce the annual rate of new HIV infections (incidence) in Iringa by 95% by June 2031 | % of PLHIV who know their HIV status | Good if increasing | 2025/26 | 98 | 98 | 98 | 98 | 99 | 99 | RMO |
| | | | No. Of people tested for HIV | Good if increasing | 2025/26 | 219500 | 219599 | 219600 | 219601 | 219602 | 219603 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | packages, Maximise Test → Treat → Suppress, rapidly scale and optimise PrEP, Intensify prevention for key populations & mobile groups, Biomedical scale-ups: VMMC, condoms, STI control and Supply chain & workforce reliability | | | | | | | | | | | |
| | Intensify community HIV testing (index testing, partner notification, HIV self-testing), Strengthen testing in high-burden wards, TB clinics, ANC, and IPD, Integrate HIV testing into all outpatient | A03S: AIDs-Related deaths reduced from by 95% by June, 2031 | % Of PLHIV initiated ART | Good if increasing | 2025/26 | 98 | 99 | 99 | 99 | 99 | 99 | RMO |
| | | | % of PLHIV on ART attained HVL suppression | Good if increasing | 2025/26 | 98 | 99 | 99 | 99 | 99 | 99 | RMO |
| | | | No of PLHIV initiated TPT | Good if increasing | 2025/26 | 93 | 94 | 95 | 95 | 95 | 95 | RMO |
| | | | % of PLHIV screened for AHD | Good if increasing | 2025/26 | 73 | 75 | 80 | 90 | 95 | 95 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | services (OPD, STI, malnutrition, and NCD clinics), Ensure same-day ART initiation for all newly diagnosed clients and Strengthen linkage and referral systems using peer navigators, Intensify advanced HIV disease management and Viral load suppression. | | | | | | | | | | | |
| | Awareness creation and VCT undertaking in communities to promote HIV testing and elimination of stigma; Providing linkages to supportive | A01S: Achieve zero HIV-related stigma and discrimination in the community by June 2031 | % Perceived community stigma | Good if decreasing | 2025/26 | N/A | 30 | 20 | 5 | 0 | 0 | HCDU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|----------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|-----------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | services for PLHIV. | | | | | | | | | | | |
| | | | Number of condom boxes increased | Good if decreasing | 2025/26 | 450,000 | 500,000 | 520,000 | 550,000 | 600,000 | 6,700,000 | HCDU |
| | Awareness creation and VCT undertaking amongst staff to promote HIV testing and elimination of stigma. | A01S: Achieve zero HIV-related stigma and discrimination amongst staff by June 2031 | % Perceived staff stigma | Good if decreasing | 2025/26 | 40 | 20 | 10 | 5 | 0 | 0 | DAS - MUFINDI |
| | VCT undertaking amongst staff to promote HIV testing and elimination of stigma and Providing linkages to supportive services for staff with HIV and provide food supplement support. | A02S: Ensure that 90% of all employees have undergone HIV testing and counselling and received their results within the workplace program by June 2031 | Number of staff tested | Good if increasing | 2025/26 | N/A | 10 | 12 | 13 | 16 | 18 | DAS - MUFINDI |
| | | | % of staff tested | Good if increasing | 2025/26 | N/A | 50 | 60 | 65 | 80 | 90 | DAS - MUFINDI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|--------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Undertake regular seminars on HIV/AIDS workplace interventions, Conducting awareness surveys. | A03S: Achieve a 95% rate of employees demonstrating comprehensive knowledge of HIV/AIDS through anonymous surveys or assessments by June 2031 | % staff with knowledge | Good if increasing | 2025/26 | 38 | 40 | 60 | 70 | 80 | 95 | DAS -MUFINDI |
| | Awareness creation and VCT undertaking amongst staff to promote HIV testing and elimination of stigma, | A01S: Achieve zero HIV-related stigma and discrimination amongst staff by June 2031 | % Perceived staff stigma | Good if decreasing | 2025/26 | 28 | 20 | 10 | 5 | 0 | 0 | DAS -KILOLO |
| | VCT undertaking amongst staff to promote HIV testing and elimination of stigma and Providing linkages to supportive services for staff with HIV and provide food | A02S: Ensure that 90% of all employees have undergone HIV testing and counselling and received their results within the workplace program by June 2031 | Number of staff tested | Good if increasing | 2025/26 | N/A | 7 | 10 | 13 | 15 | 17 | DAS - KILOLO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|--------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | supplement support. | | | | | | | | | | | |
| | | | % of staff tested | Good if increasing | 2025/26 | N/A | 50 | 60 | 65 | 80 | 90 | DAS - KILOLO |
| | Undertake regular seminars on HIV/AIDS workplace interventions, Conducting awareness surveys. | A03S: Achieve a 95% rate of employees demonstrating comprehensive knowledge of HIV/AIDS through anonymous surveys or assessments by June 2031 | % staff with knowledge | Good if increasing | 2025/26 | 27 | 40 | 60 | 70 | 80 | 95 | DAS - KILOLO |
| | Awareness creation and VCT undertaking amongst staff to promote HIV testing and elimination of stigma, | A01S: Achieve zero HIV-related stigma and discrimination amongst staff by June 2031 | % Perceived staff stigma | Good if decreasing | 2025/26 | 18 | 17 | 10 | 5 | 0 | 0 | DAS-IRINGA |
| | VCT undertaking amongst staff to promote HIV testing and elimination of stigma and Providing linkages to | A02S: Ensure that 90% of all employees have undergone HIV testing and counselling and received their results within the | Number of staff tested | Good if increasing | 2025/26 | N/A | 6 | 10 | 12 | 14 | 17 | DAS-IRINGA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---|--|--|------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | supportive services for staff with HIV and provide food supplement support. | workplace program by June 2031 | | | | | | | | | | |
| | | | % of staff tested | Good if increasing | 2025/26 | N/A | 50 | 60 | 65 | 80 | 90 | DAS-IRINGA |
| | Undertake regular seminars on HIV/AIDS workplace interventions, Conducting awareness surveys. | A03S: Achieve a 95% rate of employees demonstrating comprehensive knowledge of HIV/AIDS through anonymous surveys or assessments by June 2031 | % staff with knowledge | Good if increasing | 2025/26 | 35 | 40 | 60 | 70 | 80 | 95 | DAS-IRINGA |
| B: National Ant-Corruption implementation strategy enhanced and sustained | Develop five-year ACAP and appoint team/committee for monitoring implementation, Fostering good governance, in alignment with SDGs (Goal 16) & national transparency drives; | B01S: ACAP developed and launched by June 2027; fully implemented and annually reported on by June 2031 | ACAP operational | Yes=1/No=0 | 2025/26 | 0 | 1 | 1 | 1 | 1 | 1 | AASAHM |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Provide trainings to staff on fraud risk management, conduct risk assessments and developing mitigation measures | B02S: Conduct mandatory annual fraud risk assessments for all departments, resulting in documented mitigation plans and a 50% reduction in identified high-level risks by June 2031 | Number of high risks | Good if decreasing | 2025/26 | N/A | 0 | 0 | 0 | 0 | 0 | AASAHRM |
| | Demarcate potential locations for reporting unethical suspicions, raise awareness amongst staff, insert notice at reception for public awareness. | B03S: Establish and promote safe, accessible, and confidential channels for reporting suspected corruption or ethical breaches by June 2031 | Reporting channels established | Good if increasing | 2025/26 | 1 | 3 | 4 | 5 | 6 | 7 | AASAHRM |
| | | | Reported corruption incidences | Good if decreasing | 2025/26 | N/A | 0 | 0 | 0 | 0 | 0 | AASAHRM |
| | Monitoring adherence to codes of conduct, and Strengthen ethics | B04S: 100% of code of conduct adherence verified annually; 75% | %Staff perception for prevalence of corruption | Good if decreasing | 2025/26 | N/A | 25 | 22 | 18 | 15 | 10 | AASAHRM |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | committee operations | positive ethics perception achieved and maintained by June 2031 | | | | | | | | | | |
| | | | %Public perception for prevalence of corruption | Good if decreasing | 2025/26 | N/A | 40 | 35 | 30 | 25 | 10 | AASAHRM |
| | Develop five-year ACAP and appoint team for monitoring implementation, Fostering good governance, in alignment with SDGs (Goal 16) & national transparency drives; | B01S: ACAP developed and launched by June 2027; fully implemented and annually reported on by June 2031 | ACAP operational | Yes=1/No=0 | 2025/26 | 0 | 1 | 1 | 1 | 1 | 1 | DAS -MUFINDI |
| | Provide trainings to staff on fraud risk management, conduct risk assessments and developing mitigation measures | B02S: Conduct mandatory annual fraud risk assessments for all departments, resulting in documented mitigation plans and a 50% reduction in identified | Number of high risks | Good if decreasing | 2025/26 | N/A | 0 | 0 | 0 | 0 | 0 | DAS -MUFINDI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | high-level risks by June 2031 | | | | | | | | | | |
| | Demarcate potential locations for reporting unethical suspicions, raise awareness amongst staff, insert notice at reception for public awareness. | B03S: Establish and promote safe, accessible, and confidential channels for reporting suspected corruption or ethical breaches by June 2031 | Reporting channels established | Good if increasing | 2025/26 | 1 | 3 | 4 | 5 | 6 | 7 | DAS -MUFINDI |
| | | | Reported corruption incidences | Good if decreasing | 2025/26 | N/A | 0 | 0 | 0 | 0 | 0 | DAS -MUFINDI |
| | Monitoring adherence to codes of conduct, and Strengthen ethics committee operations | B04S: 100% code of conduct adherence verified annually; 75% positive ethics perception achieved and maintained by June 2031 | %Staff perception for prevalence of corruption | Good if decreasing | 2025/26 | N/A | 25 | 22 | 18 | 15 | 10 | DAS -MUFINDI |
| | | | %Public perception for prevalence of corruption | Good if decreasing | 2025/26 | N/A | 40 | 35 | 30 | 25 | 10 | DAS -MUFINDI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|--------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Develop five-year ACAP and appoint team for monitoring implementation, Fostering good governance, in alignment with SDGs (Goal 16) & national transparency drives; | B01S: ACAP developed and launched by June 2027; fully implemented and annually reported on by June 2031 | ACAP operational | Yes=1/No=0 | 2025/26 | 0 | 1 | 1 | 1 | 1 | 1 | DAS -IRINGA |
| | Provide trainings to staff on fraud risk management, conduct risk assessments and developing mitigation measures | B02S: Conduct mandatory annual fraud risk assessments for all departments, resulting in documented mitigation plans and a 50% reduction in identified high-level risks by June 2031 | Number of high risks | Good if decreasing | 2025/26 | N/A | 0 | 0 | 0 | 0 | 0 | DAS -IRINGA |
| | Demarcate potential locations for reporting unethical suspicions, raise awareness | B03S: Establish and promote safe, accessible, and confidential channels for reporting | Reporting channels established | Good if increasing | 2025/26 | 1 | 3 | 4 | 5 | 6 | 7 | DAS -IRINGA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | amongst staff, insert notice at reception for public awareness. | suspected corruption or ethical breaches by June 2031 | | | | | | | | | | |
| | | | Reported corruption incidences | Good if decreasing | 2025/26 | N/A | 0 | 0 | 0 | 0 | 0 | DAS -IRINGA |
| | Monitoring adherence to codes of conduct, and Strengthen ethics committee operations | B04S: 100% code of conduct adherence verified annually; 75% positive ethics perception achieved and maintained by June 2031 | %Staff perception for prevalence of corruption | Good if decreasing | 2025/26 | N/A | 25 | 22 | 18 | 15 | 10 | DAS -IRINGA |
| | | | %Public perception for prevalence of corruption | Good if decreasing | 2025/26 | N/A | 40 | 35 | 30 | 25 | 10 | DAS -IRINGA |
| | Develop five-year ACAP and appoint team for monitoring implementation, Fostering good governance, in alignment with SDGs (Goal 16) & national | B01S: ACAP developed and launched by June 2027; fully implemented and annually reported on by June 2031 | ACAP operational | Yes=1/No=0 | 2025/26 | 0 | 1 | 1 | 1 | 1 | 1 | DAS - KILOLO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|--------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | transparency drives; | | | | | | | | | | | |
| | Provide trainings to staff on fraud risk management, conduct risk assessments and developing mitigation measures | B02S: Conduct mandatory annual fraud risk assessments for all departments, resulting in documented mitigation plans and a 50% reduction in identified high-level risks by June 2031 | Number of high risks | Good if decreasing | 2025/26 | N/A | 0 | 0 | 0 | 0 | 0 | DAS - KILOLO |
| | Demarcate potential locations for reporting unethical suspicions, raise awareness amongst staff, insert notice at reception for public awareness. | B03S: Establish and promote safe, accessible, and confidential channels for reporting suspected corruption or ethical breaches by June 2031 | Reporting channels established | Good if increasing | 2025/26 | 1 | 3 | 4 | 5 | 6 | 7 | DAS - KILOLO |
| | | | Reported corruption incidences | Good if decreasing | 2025/26 | N/A | 0 | 0 | 0 | 0 | 0 | DAS - KILOLO |
| | Monitoring adherence to codes of conduct, and | B04S: 100% of code of conduct adherence | %Staff perception for | Good if decreasing | 2025/26 | N/A | 25 | 22 | 18 | 15 | 10 | DAS - KILOLO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---|--|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Strengthen ethics committee operations | verified annually; 75% positive ethics perception achieved and maintained by June 2031 | prevalence of corruption | | | | | | | | | |
| | | | %Public perception for prevalence of corruption | Good if decreasing | 2025/26 | N/A | 40 | 35 | 30 | 25 | 10 | DAS - KILOLO |
| C: Economic Production and Marketing Improved | Tracking growth rates through annual RGDP reports and national statistics, Promoting more investors in production and business within the region, Identify areas and develop industrial and economic processing zones, Effectively publicize investment and economic profiles of the region, | C01S: Achieve and maintain a regional GDP (RGDP) growth rate of at least 7% annually within the five-year period beginning by June 2026 in contributing to the national goal of becoming a competitive upper middle-income economy | %Growth rate | Good if increasing | 2024 | 12 | 15 | 18 | 21 | 24 | 27 | AASEPC |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|----------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Increase food self-sufficiency in the region, Attract investment to establish at least five new major agro-processing facilities | | | | | | | | | | | |
| | Increasing Agricultural inputs access and implementing Climate Smart Agriculture in 5LGAs, increase land size for large-scale farming and promote modern and mechanized farming, strengthen coordination of cooperatives. | C02C: Crops Production and Productivity increased from 1,100,103 tons in 2025/26 to 1,320,123.6 tons by June, 2031 | Tons of harvest in million | Good if increasing | 2025/26 | 1.35 | 1.37 | 1.39 | 1.4 | 1.5 | 1.6 | AASEPC |
| | Promoting local tourism sites and local tourism products, Enhancing capacity on | C03C: Tourism Activities in the Region promoted and international and domestic tourists | %Increase of tourists | Good if increasing | 2025/26 | N/A | 8 | 15 | 20 | 25 | 30 | AASEPC |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | hospitality and care, promote quality of tourism services, identify and protect tourism attraction, advertise tourism attractions | increased by 30% from 32,656 by improving tourism investment June 2031 | | | | | | | | | | |
| | Demarcate land use for livestock, facilitate sustainable water supply for livestock, develop feed reserves for livestock, promoting vaccination and introduce productive breeds, building livestock keepers capacity in modern livestock farming and fisheries. | C04C: Livestock Production and Productivity increased by 20% through improved livestock management and Production Technologies adoption in 5LGAs by June 2031 | % Increase in production and productivity | Good if increasing | 2025/26 | N/A | 5 | 8 | 12 | 16 | 20 | AASEPC |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | | | | | | | | | | |
| | Promote adoption of modern agricultural skills and use of modern machinery, Increasing number of registered agro-processing SMEs, improve critical infrastructure (energy, roads) supporting key production areas, Develop innovation hubs and centres to enhance value-addition and productivity in agro-processing. | C05C: Improvement of Agricultural Infrastructures by establishing sustainable irrigation systems and warehouses in 5LGAs constructed and rehabilitated by June 2031 | Irrigation schemes constructed | Good if increasing | 2025/26 | 27 | 3 | 6 | 9 | 12 | 15 | AASEPC |
| | | | Irrigation schemes rehabilitated | Good if increasing | 2025/26 | N/A | 10 | 20 | 30 | 40 | 50 | AASEPC |
| | | | Warehouses constructed | Good if increasing | 2025/26 | 30 | 2 | 4 | 6 | 8 | 10 | AASEPC |
| | | | Warehouses rehabilitated | Good if increasing | 2025/26 | 5 | 2 | 4 | 6 | 8 | 11 | AASEPC |
| | | | Value-addition innovation hubs/centres | Good if increasing | 2025/26 | 0 | 5 | 7 | 8 | 9 | 11 | AASEPC |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Promote adoption of modern fisheries skills and use of modern machinery, Increasing number of registered agro-processing SMEs, improve critical infrastructure (energy, roads) supporting fisheries, Develop innovation hubs and centres to promote value-addition and productivity in fisheries | C06C: Fisheries Production and Productivity increased from 1586 tonnes to 1860 tonnes through increasing fish production technologies adoption and fisheries resources management in 5LGAs by June 2031 | Tons of fish harvest | Good if increasing | 2025/26 | 1648 | 1655 | 1694 | 1748 | 1802 | 1860 | AASEPC |
| | | | Fry/fish baby production in million | Good if increasing | 2025/26 | 1.58 | 1.7 | 1.85 | 1.96 | 2.1 | 2.2 | AASEPC |
| | Reduce power outages in key industrial zones, improve | C01S: Increase regional GDP by 7 % over 5 years by fostering | Number of new value-addition agribusinesses established | Good if increasing | 2025/26 | N/A | 10 | 14 | 16 | 18 | 24 | AASEPC |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | logistical networks, Mapping required skills and promote trainings focused to filling skills gaps, Promoting PPP for productive investments, enhance production and market linkages, Promote private sector investment pledges in value-addition, Aligning technical and vocational training with labour market needs. | agribusiness clean energy and value addition by June, 2031 | | | | | | | | | | |
| | | | Number of new clean energy technologies introduced | Good if increasing | 2025/26 | N/A | 2 | 3 | 5 | 7 | 8 | AASEPC |
| | Mobilize at least TZS 56 billion in | C02S: Decrease regional | %Labour force | Good if increasing | 2025/26 | N/A | 70 | 75 | 80 | 84 | 90 | AASITI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|---------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | private sector investment within the region's key economic sectors (e.g. agriculture value-addition, horticulture, manufacturing) and facilitate creation of over 5,000 new direct and 10,000 indirect jobs | unemployment rate in industry, trade and investments by 0.15% by June 2031 through targeted workforce development programs and support for local business | participation rate | | | | | | | | | |
| | | | %Employment rate | Good if increasing | 2025/26 | 13 | 60 | 68 | 74 | 78 | 85 | AASITI |
| | Promoting PPP for productive investments, enhance production and market linkages, promote private sector investment pledges in value-addition, Aligning technical and vocational training with | C03S: Increase resilience on supply chains leading to 40% increase in local sourcing in key industries and traders by June 2031 | % of local sourcing in key industries | Good if increasing | 2025/26 | N/A | 10 | 20 | 25 | 32 | 40 | AASITI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | labour market needs | | | | | | | | | | | |
| | Mobilize at least TZS 56 billion in private sector investment within the region's key economic sectors (e.g. agriculture value-addition, horticulture, manufacturing) | C04S: Attract at least TZS 56 billion in new FDIs and TZS 1 billion in domestic investment and support growth of 284,171 local businesses to stimulate regional economic diversification by June 2031 | Number of industrial parks established | Good if increasing | 2025/26 | N/A | 2 | 4 | 6 | 8 | 9 | AASITI |
| | | | Number of economic processing zones established | Good if increasing | 2025/26 | N/A | 1 | 2 | 3 | 5 | 6 | AASITI |
| | | | Amount of FDIs attracted (TZ billion) | Good if increasing | 2025/26 | N/A | 5 | 5 | 5 | 5 | 6 | AASITI |
| | | | Number of local business firms exporting products | Good if increasing | 2025/26 | N/A | 2 | 4 | 8 | 12 | 15 | AASITI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---|--|---|--|--------------------|---------------|----------------|--------------------|------------|------------|------------|------------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | Volume of intra-regional transactions (tons) | Good if increasing | 2025/26 | N/A | 7,000,000 | 10,000,000 | 12,000,000 | 14,000,000 | 18,000,000 | AASITI |
| | | | Volume of inter-regional transactions | Good if increasing | 2025/26 | N/A | 5,000,000 | 7,000,000 | 9,000,000 | 11,000,000 | 14,000,000 | AASITI |
| | | | Number of Industries upgraded capacity | Good if increasing | 2025/26 | N/A | 6 | 8 | 9 | 12 | 18 | AASITI |
| | Launching one-stop centres in potential areas for business registration and regulations. | C05S: Improve business regulatory environment and boost efficiency and transparency by June 2031 | Number of One-stop centres operational | Good if increasing | 2025/26 | N/A | 0 | 0 | 1 | 1 | 1 | AASITI |
| D: Infrastructure Development and Social Services Delivery Improved | Strategic recruitment based on subjects, undertake CPD to teachers, Needs assessment for equipment and trainings | D01S: Increase the teacher-student ratio to 1:40 in primary schools and 1:30 in secondary schools by 2031 through strategic recruitment and continuous professional development (CPD) | Primary school teacher-student ratio | Good if decreasing | 2025/26 | 01:45 | 01:44 | 01:43 | 01:42 | 01:41 | 01:40 | AASEVT |
| | | | Secondary school teacher-student ratio | Good if decreasing | 2025/26 | 01:45 | 01:42 | 01:40 | 01:38 | 01:33 | 01:30 | AASEVT |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Audit digital infrastructure; track usage of digital platforms and teacher competency in digital skills, and provide training to teachers | D02C: Equip 70% of secondary schools with basic ICT labs (computers & internet) and train 80% of teachers in digital pedagogy by 2031 to bridge the digital divide | % of secondary schools equipped | Good if increasing | 2005 | N/A | 40% | 50% | 58% | 65% | 70 | AASEVT |
| | | % of secondary school teachers trained in ICT | Good if increasing | 2005% | N/A | 45% | 55 | 65 | 73 | 80 | AASEVT | |
| | Monitor female enrolment and completion rates in specific TVET courses, tracking progress against baseline data | D03S: Increase enrolment and retention of vulnerable groups (girls, children with disabilities, out-of-school youth) by 15% by 2031 through targeted support programs and community awareness, reducing dropout rates by 10% | % Overall enrolment rate | Good if increasing | 2025/26 | N/A | 2% | 4% | 7% | 10% | 15% | AASEVT |
| | | | % Increase of Vulnerable groups enrolment | Good if increasing | 2025/26 | N/A | 3% | 6% | 9% | 12% | 15% | AASEVT |
| | | | % Decrease in overall school dropout | Good if decreasing | 2025/26 | N/A | 9 | 8 | 6 | 4 | 2 | AASEVT |
| | | | % Decrease in vulnerable | Good if decreasing | 2025/26 | N/A | 10 | 8 | 6 | 4 | 2 | AASEVT |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | groups dropout | | | | | | | | | |
| | Track enrolment numbers across VETA centres and partner institutions; monitor introduction of new market-relevant courses; Follow-ups on reviewing curriculum documents; track industry advisory board participation and the number of project-based learning assessments | D04S: Reduce the gap between graduate skills and labour market needs by increasing Technical & Vocational Education and Training (TVET) enrolment by 25% and introducing relevant vocational modules in secondary schools by 2031 | % Increase in TVET enrolment | Good if increasing | 2025/26 | N/A | 5 | 10 | 15 | 20 | 25 | AASEVT |
| | | % Increase in VETA enrolment | Good if increasing | 2025/26 | N/A | 6 | 12 | 18 | 22 | 25 | AASEVT | |
| | | New modules introduced | Good if increasing | 2025/26 | N/A | 2 | 4 | 6 | 8 | 10 | AASEVT | |
| | Labour market survey, tracing graduate skills employability, conduct tracer studies and monitor | D05S: Increase enrolment in TVET by 30% and achieve an 80% graduate employment or self-employment | Maximum months to secure job after TVET | Good if decreasing | 2025/26 | N/A | 10 | 8 | 7 | 5 | 4 | AASEVT |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|--------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | graduate placement records; and Track formation of self-employment initiatives and access to startup loans. | rate within six months of completing TVET programs by June 2031 | | | | | | | | | | |
| | | | % of employability after TVET | Good if increasing | 2025/26 | N/A | 60 | 65 | 70 | 75 | 85 | AASEVT |
| | Assess classrooms and teacher houses for construction/rehabilitation, allocate budget for implementation, undertake effective supervision of construction/rehabilitation. | D06D: Construct/renovate 100 classrooms & 50 teacher houses in underserved primary/secondary schools by 2031, reducing classroom deficit by 20% and improving teacher retention in rural areas | Number of classrooms constructed | Good if increasing | 2025/26 | N/A | 20 | 20 | 20 | 20 | 100 | AASEVT |
| | | | Number of teacher houses constructed | Good if increasing | 2025/26 | N/A | 10 | 10 | 10 | 10 | 50 | AASEVT |
| | Identify and hire strategic coaches, formulate teams for the | D07S: To strategically position Iringa Region as top 3 in SHIMIVUTA, | SHIMIVUTA position | Good if decreasing | 2025/26 | N/A | 6 | 5 | 4 | 3 | 2 | AASEVT |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | region and provide ample time for preparations, arrange winning motivational visits and sponsorship | UMISETA and UMITASHUMTA by June, 2031 | | | | | | | | | | |
| | | | UMISETA position | Good if decreasing | 2025/26 | 10 | 6 | 5 | 4 | 3 | 2 | AASEVT |
| | | | UMITASHUMITA position | Good if decreasing | 2025/26 | 6 | 6 | 5 | 4 | 3 | 2 | AASEVT |
| | | | National leagues position (among top 7) | Good if decreasing | 2025/26 | N/A | 11 | 10 | 9 | 8 | 7 | AASEVT |
| | Designing projects before budget allocation, prepare necessary tender documents before June, Introduce RS projects reporting as standing agenda of the monthly Budget | D01D: Reduce RS projects overruns from 20% to 5% and projects delays from 90% to 10% by June 2031 | % Reduced project cost overruns | Good if increasing | 2025/26 | N/A | 5 | 10 | 15 | 20 | 30 | AASAHM |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Committee meetings. | | | | | | | | | | | |
| | | | % Projects delayed | Good if decreasing | 2025/26 | N/A | 80 | 60 | 40 | 20 | 10 | AASAHRM |
| | Projects technical designing and cost estimation, Construction of office buildings, Projects supervision and follow-ups, Progress reporting to monthly Budget Committee/M anagement meetings. | D02D: Construct 2 District Commissioner s' offices, 6 Divisional and 10 Ward Offices by June 2031 | Number of buildings constructed | Good if increasing | 2025/26 | 0 | 3 | 4 | 4 | 4 | 3 | AASAHRM |
| | Upgrade office infrastructure (ergonomic furniture, improved lighting, reliable IT), Phased upgrades over 4 years, full implementation by 2029/30; | D03C: Achieve 100% compliance with ergonomic standards, reducing 25% of reported physical discomfort by June 2031 | Number of new physical discomforts reported | Good if increasing | 2025/26 | N/A | 10 | 7 | 5 | 3 | 1 | AASAHRM |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | % Reduction of physical discomforts reported | Good if decreasing | 2025/26 | N/A | 5 | 20 | 35 | 40 | 45 | AASAHRM |
| | Rehabilitation technical designing and cost estimation, Rehabilitation of office and residential buildings, Projects supervision and follow-ups, Progress reporting to monthly Budget Committee/M management meetings. | D04D: Undertake major rehabilitation of RC main office building and 2 residential buildings, and minor rehabilitation of 3 offices and 2 residential buildings by June 2031 | Number of buildings undertook major rehabs | Good if increasing | 2025/26 | N/A | 1 | 1 | 2 | 2 | 3 | AASAHRM |
| | | | Number of buildings undertook minor rehabs | Good if increasing | 2025/26 | N/A | 1 | 2 | 3 | 4 | 5 | AASAHRM |
| | Strengthen (CEmONC) and (BEmONC) services at all hospitals, health | D01S: Maternal, Child and Infant deaths reduced by 80% by June 2031 | Number of Maternal deaths | Good if decreasing | 2025/26 | 39 | 30 | 25 | 20 | 15 | 10 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---------|-----------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | centres, and high-volume dispensaries, Ensure 24/7 skilled birth attendants at all delivery facilities, | | Number of Perinatal deaths | Good if decreasing | 2025/26 | N/A | 300 | 250 | 200 | 150 | 100 | RMO |
| | Scale up maternity waiting homes to reduce distance barriers for pregnant women, Strengthen referral systems, Ensure availability of essential equipment, blood, and medicines, Strengthen (MPDSR) to identify and act on avoidable causes and expand training and mentorship for midwives, nurses, and clinicians on safe delivery, | | Number of under-five deaths | Good if decreasing | 2025/26 | N/A | 20 | 16 | 15 | 12 | 10 | RMO |
| | | | % of Institutional delivery | Good if increasing | 2025/26 | N/A | 75 | 80 | 85 | 90 | 95 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | newborn resuscitation, and management of obstetric emergencies. | | | | | | | | | | | |
| | | | % of children under 1 year fully immunized (all antigens) | Good if increasing | 2025/26 | N/A | 95 | 96 | 97 | 98 | 100 | RMO |
| | | | % of ANC first visit before 12 weeks of gestation | Good if increasing | 2025/26 | N/A | 50 | 52 | 54 | 56 | 60 | RMO |
| | | | % of women of reproductive age using modern FP method | Good if increasing | 2025/26 | N/A | 45 | 46 | 47 | 49 | 50 | RMO |
| | Strengthen Supply Chain Management through enhancing forecast, quantification, and procurement planning at regional and council levels, Strengthen regional and | D02S: Health commodities availability increased from 89% to 95% by June 2031 | % Availability of health commodities | Good if increasing | 2025/26 | 91 | 92 | 94 | 95 | 97 | 98 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---------|-----------------|--------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | | | | | | | | | | |
| | <p>council IMPACT Teams for oversight and timely decision-making, Conduct regular medicinal audit, supportive supervision and mentorship to councils and facilities on stock management, Strengthen collaboration between MSD, MoH, and LGAs for timely delivery of supplies, Ensure Timely and Adequate Funding, Enhance Storage and Distribution Systems and Promote Stakeholder Engagement including regional</p> | | | | | | | | | | | |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Prime vendors. | | | | | | | | | | | |
| | Build capacity of Social Welfare Officers, Clinicians, Nurses, ECD providers, and Para-Social Workers on case management, counselling, and child protection, Promote referral and linkage systems for vulnerable groups to access integrated services, Expand and operationalize one-stop centres for Gender-Based Violence (GBV) and child protection services, Ensure availability of | D03S: Protection to vulnerable groups and quality psychosocial support services strengthened from 61% to 85% by June 2031 | % of reported child abuse, GBV, and neglect cases receiving timely response (within 72 hours). | Good if increasing | 2025/26 | N/A | 70 | 74 | 76 | 80 | 94 | RMO |
| | | | % of PJT-MMMAM coverage | Good if increasing | 2025/26 | N/A | 86 | 86 | 88 | 94 | 97 | RMO |
| | | | Number of individuals receiving psychosocial support. | Good if increasing | 2025/26 | N/A | 1000 | 1201 | 1301 | 1600 | 2400 | RMO |
| | | | Vulnerability cases identified | Good if decreasing | 2025/26 | 19241 | 1662 | 1684 | 1693 | 1706 | 1709 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | social welfare services in health facilities and community levels and Develop and implement guidelines and standards for psychosocial and mental health and social welfare services. | | | | | | | | | | | |
| | Build capacity of regional, council, and community WASH teams on planning, implementation, and monitoring of WASH interventions, | D04S: To provide sustainable WASH services in 598 villages/Street, 360 health facilities and 826 schools by June, 2031 | Number of villages/mitaa sustained ODF status | Good if increasing | 2025/26 | 598 | 598 | 598 | 598 | 598 | 598 | RMO |
| | Construction of WASH friendly services to all schools and health facilities, | | Number of villages with ODF level 1 certificate | Good if increasing | 2025/26 | 198 | 198 | 298 | 398 | 498 | 598 | RMO |
| | Construct liquid waste disposal points in the | | % of Household with access to safely managed sanitation | Good if increasing | 2025/26 | N/A | 63 | 73 | 83 | 93 | 100 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---------|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | community, Strengthen WASH Fit intervention to all facilities, Strengthen Community Led Total Sanitation teams to all villages, Increase number of Health Officers trained on field epidemiology. | | | | | | | | | | | |
| | | | % of HCF with access to advanced sanitation facilities | Good if increasing | 2025/26 | N/A | 50 | 65 | 80 | 90 | 100 | RMO |
| | | | % of public places with access to Basic sanitation facilities | Good if increasing | 2025/26 | N/A | 50 | 60 | 70 | 85 | 100 | RMO |
| | | | % of Schools with MHH friendly facilities | Good if increasing | 2025/26 | N/A | 83 | 89 | 93 | 97 | 100 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---|--|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| D: Infrastructure Development and Social Services Delivery Improved | Strengthen Disease Surveillance and Early Detection Systems, Improve Prevention and Control of Communicable Diseases, Enhance Preparedness and Response to Emerging and Re-Emerging Diseases, Improve Case Management and Infection Prevention and Control (IPC), Strengthen Health Promotion and Community Engagement and Improve Resource Mobilization and Logistics Management. | D05S: Communicable diseases reduced by 50%, emerging and re-emerging diseases controlled by 100% by June 2031 | % reduction in incidence rate of TB | Good if decreasing | 2025/26 | N/A | | | | | | RMO |
| | | | % reduction in case fatality rate (CFR) of epidemic-prone disease | Good if decreasing | 2025/26 | N/A | 1.92% | 1.44% | 0.96% | 0.48% | 0% | RMO |
| | | | Number of Councils reporting zero outbreaks | Good if decreasing | 2025/26 | N/A | 3 | 0 | 0 | 0 | 0 | RMO |
| | | | Number of HFs with functional isolation units for emerging/re-emerging diseases | Good if increasing | 2025/26 | 0 | 0 | 5 | 5 | 5 | 5 | RMO |
| | Integrate routine NCD screening | D06S: Provision of services for | % of Hypertension among OPD | Good if increasing | 2025/26 | N/A | 4.5 | 5 | 6 | 7 | 9 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|-----------------------------|--|--|--------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | | | | | | | | | | |
| | (hypertension, diabetes, cancers, mental health, eye and oral diseases) at health facilities and community. Improve Capacity of Health Facilities to Manage NCDs, Strengthen Health Promotion and Community Awareness, To increase number of health facilities with infrastructures for management of NCDs, Availability of diagnostic equipment and supplies. | Non Communicable diseases strengthened from 57% to 80% by June 2031 | at PHC health facilities | | | | | | | | | |
| Prevalence rate of Diabetic | | | Good if decreasing | 2025/26 | N/A | | | | | | | RMO |
| Number of Cancer Patients | | | Good if decreasing | 2025/26 | N/A | | | | | | | |
| | Increase ITNs coverage in the community, Procure and | D07S: Malaria incidence rate reduced from 6 cases to 1 case per 1000 | Malaria incidences rate | Good if decreasing | 2025/26 | N/A | 6 | 5 | 4 | 3 | 1 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|----------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | apply bio larvicide in high prevalence area, improve IPTs coverage to pregnant women, Strengthen case management and surveillance | population by June 2031 | | | | | | | | | | |
| | Conduct stakeholders' consultative meetings to assess compliance; Monitor access to electricity in hamlets; Follow-ups on projects progress to minimize cost overruns. | D01S: Ensure 100% compliance to standards, guidelines and policies in 150 building projects, 105 roads projects, 5 energy projects and 10 water projects undertaken in the Region by June 2031 | % Compliance rate | Good if increasing | 2025/26 | N/A | 70 | 75 | 80 | 90 | 100 | AASIS |
| | Identify and document strategic roads for upgrade to strengthen production and | D02D: Upgrade capacity and quality of Regional to District bitumen Roads for 107 | Roads upgraded to bitumen in KMs | Good if increasing | 2025/26 | N/A | 100.29 | 200.29 | 300.29 | 370.29 | 417.29 | AASIS |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|----------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | distribution, monitor road worthiness for maintenance and repair works; Conduct stakeholders' consultative meetings; | kilometres and construct 310.29 kilometres of strategic roads to enhance connectivity to residence, national parks, manufacturing industries, forest products, farms and agricultural markets by June 2031 | | | | | | | | | | |
| | Constructing new deep wells and extension lines for water supplies and accessibility; Developing new water sources and extend water networks. Assess water accessibility and reliability at designated areas for industrial parks, innovation hubs and | D03S: Increase urban water supply coverage in Iringa from the current 95% to 98% by June 2031, and expand peri-urban and rural coverage to 85% by June 2031 | % Urban water supply | Good if increasing | 2025/26 | N/A | 85 | 87 | 90 | 93 | 98 | AASIS |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | economic zones. | | | | | | | | | | | |
| | | | % Rural water supply | Good if increasing | 2025/26 | N/A | 70 | 75 | 78 | 80 | 85 | AASIS |
| | | | Number of households accessing water | Good if increasing | 2025/26 | N/A | 220,134 | 230,134 | 235,134 | 246,134 | 256,282 | AASIS |
| | Assess energy reliability in hamlets of registered villages, industrial parks and economic zones established. Follow-up on energy supplies and reliability at designated areas for industrial parks, economic zones and innovation centres. | D04S: Expand access to clean, reliable energy, specifically by increasing rural electricity connectivity to at least 95% of all hamlets in registered villages within the region by June 2031 | Hamlets with electricity | Good if increasing | 2025/26 | 1,183 | 1,183 | 1400 | 1600 | 1700 | 1,840 | AASIS |
| | Undertake stakeholders' consultative meetings; designing | D05S: Stakeholders involvement in planning and implementation | Number of infrastructure development roadmaps | Good if constant | 2025/26 | N/A | 6 | 6 | 6 | 6 | 6 | AASIS |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|--|--|---|---------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | strategic infrastructure development roadmaps for all LGAs and strategically designated areas for regional development; Follow-ups and supervision on implementation of infrastructure development roadmap. | of road development and air transport sectors improved by 100% within the region by June 2031 | operationalized | | | | | | | | | |
| E: Management of natural resources, environment and eco systems enhanced and sustained | Develop local partnerships in conserving natural resources and environment; Develop effective land use plans; Continuous public awareness on conserving natural resources, environmental management and adoption of affordable | E01S: Conservation of Natural Resources and Environmental management Enhanced by encouraging sustainable utilization of Natural resources and adoption of clean energy sources in 5 LGAs by June 2031 | Number of sustaining programmes | Good if increasing | 2025/26 | N/A | 3 | 6 | 9 | 12 | 15 | AASEPC |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---|---|--|------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | clean energy technologies, promoting tree planting and beekeeping, strengthen conservation of mountains, and wildlife habitat . | | | | | | | | | | | |
| | Focusing on restoration of areas with high potential to capture and store carbon and prevent natural disasters; introduce smart water management systems to ensure sustainability of wetlands and water bodies; | E02S: Achieve the effective restoration of at least 30% of degraded terrestrial and inland water ecosystems by June 2031 | % of restoration for degraded area | Good if increasing | 2025/26 | N/A | 10 | 15 | 20 | 25 | 30 | AASEPC |
| F: Institutional performance, Planning and financial management | Identify business processes for re-engineering; Restructure and automate identified | F01C: Restructure and automate core administrative and service delivery processes of | Number of automated processes | Good if increasing | 2025/26 | N/A | 2 | 3 | 4 | 5 | 6 | DAS -IRINGA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|----------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| nt improved | service delivery processes; Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options and wellness initiatives. | Iringa District Commissioner's office by June 2031 | | | | | | | | | | |
| | | | Number of processes restructured | Good if increasing | 2025/26 | N/A | 2 | 3 | 4 | 5 | 6 | DAS -IRINGA |
| | Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options & wellness initiatives; Follow-ups on regular departmental staff meetings. | F02S: 25% decrease in grievances related to staff matters; and 10% increase in staff feeling valued in Iringa District Commissioner's office by June 2031 | % decrease in staff grievances | Good if decreasing | 2025/26 | N/A | 10% | 14% | 17% | 22% | 25% | DAS -IRINGA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | % of staff net promoters for RS | Good if increasing | 2025/26 | N/A | 65% | 70% | 75% | 80% | 90% | DAS -IRINGA |
| | Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options & wellness initiatives such as promoting engagement in SHIMIWI sports and games | F03S: Reduce reported burnout and increase uptake in wellness programs of Iringa District Commissioner's office staff from 30% to 15% by June 2031 | % Reduced staff burnout | Good if increasing | 2025/26 | N/A | 8% | 9% | 11% | 13% | 15% | DAS -IRINGA |
| | | | % increase of staff in wellness programs | Good if increasing | 2025/26 | N/A | 10% | 15% | 20% | 25% | 30% | DAS -IRINGA |
| | Facilitate OSHA evaluations and recommendations; Raise staff awareness to labour laws | F04S: Ensure 90% compliance of Iringa District Commissioner's office to OSHA, and local labour laws and regulations, using regular | % OSHA compliance | Good if increasing | 2025/26 | N/A | 70% | 75% | 80% | 85% | 90% | DAS -IRINGA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | and regulations. | audits and clear policy management systems by June 2031 | | | | | | | | | | |
| | | | Number of staff sessions related to labour laws and regulations | Good if increasing | 2025/26 | N/A | 4 | 4 | 4 | 4 | 4 | DAS -IRINGA |
| | Promote staff morale and reliability and Undertake manpower planning; review incentives and motivational packages. | F05S: Achieve and Sustain an Employee Net Promoter Score (eNPS) of +50 or Higher through Iringa District Commissioner's office by June 2031 | eNPS score | Good if increasing | 2025/26 | N/A | 30 | 40 | 50 | 60 | 80 | DAS -IRINGA |
| | Undertake manpower planning; review incentives and motivational packages; Foster motivation, retention, and acknowledging dedication. | F06S: Decrease the Absenteeism Rate from 30% to 5% to Improve Overall Workforce Reliability and Morale of Iringa District Commissioner's office by June 2031 | % staff absenteeism | Good if decreasing | 2025/26 | N/A | 30% | 25% | 20% | 10% | 5% | DAS -IRINGA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|--|---|--|-------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Restructure and automate identified service delivery processes; Promote leave utilization; Introduce flexible work options & wellness initiatives; Foster motivation, retention, skills upgrading and acknowledging dedication. | F07S: Reduce Voluntary Employee Turnover from 40% to 5% Annually Through Enhanced Career Development Opportunities in Iringa District Commissioner's office by June 2031 | % staff voluntary turnover | Good if decreasing | 2025/26 | N/A | 40% | 25% | 15% | 10% | 5% | DAS -IRINGA |
| F: Institutional performance, Planning and financial management improved | Identify business processes for re-engineering; Restructure and automate identified service delivery processes; Promote leave utilization; Foster motivation, retention, and | F01C: Restructure and automate core administrative and service delivery processes of Mufindi District Commissioner's office by June 2031 | Number of automated processes | Good if increasing | 2025/26 | N/A | 2 | 3 | 4 | 5 | 6 | DAS - MUFINDI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|----------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | acknowledging dedication; Introduce flexible work options and wellness initiatives. | | | | | | | | | | | |
| | | | Number of processes restructured | Good if increasing | 2025/26 | N/A | 2 | 3 | 4 | 5 | 6 | DAS - MUFINDI |
| | Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options & wellness initiatives; Follow-ups on regular departmental staff meetings. | F02S: 25% decrease in grievances related to staff matters; and 10% increase in staff feeling valued in Mufindi District Commissioner's office by June 2031 | % decrease in staff grievances | Good if decreasing | 2025/26 | N/A | 10% | 14% | 17% | 22% | 25% | DAS - MUFINDI |
| | | | % of staff net promoters for RS | Good if increasing | 2025/26 | N/A | 65% | 70% | 75% | 80% | 90% | DAS - MUFINDI |
| | Promote leave utilization; Foster motivation, | F03S: Reduce reported burnout and increase uptake in | % Reduced staff burnout | Good if increasing | 2025/26 | N/A | 8% | 9% | 11% | 13% | 15% | DAS - MUFINDI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | retention, and acknowledging dedication; Introduce flexible work options & wellness initiatives such as promoting engagement in SHIMIWI sports and games | wellness programs of Mufindi District Commissioner's office staff from 30% to 15% by June 2031 | | | | | | | | | | |
| | | | % increase of staff in wellness programs | Good if increasing | 2025/26 | N/A | 10% | 15% | 20% | 25% | 30% | DAS - MUFINDI |
| | Facilitate OSHA evaluations and recommendations; Raise staff awareness to labour laws and regulations. | F04S: Ensure 90% compliance of Mufindi District Commissioner's office to OSHA, and local labour laws and regulations, using regular audits and clear policy management systems by June 2031 | % OSHA compliance | Good if increasing | 2025/26 | N/A | 70% | 75% | 80% | 85% | 90% | DAS - MUFINDI |
| | | | Number of staff sessions related to | Good if increasing | 2025/26 | N/A | 4 | 4 | 4 | 4 | 4 | DAS - MUFINDI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|-----------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | labour laws and regulations | | | | | | | | | |
| | Promote staff morale and reliability Undertake manpower planning; review incentives and motivational packages. | F05S: Achieve and Sustain an Employee Net Promoter Score (eNPS) of +50 or Higher through Mufindi District Commissioner's office by June 2031 | eNPS score | Good if increasing | 2025/26 | N/A | 30 | 40 | 50 | 60 | 80 | DAS - MUFINDI |
| | Undertake manpower planning; review incentives and motivational packages; Foster motivation, retention, and acknowledging dedication. | F06S: Decrease the Absenteeism Rate from 30% to 5% to Improve Overall Workforce Reliability and Morale of Mufindi District Commissioner's office by June 2031 | % staff absenteeism | Good if decreasing | 2025/26 | N/A | 30% | 25% | 20% | 10% | 5% | DAS - MUFINDI |
| | Restructure and automate identified service delivery processes; Promote leave utilization; | F07S: Reduce Voluntary Employee Turnover from 40% to 5% Annually Through Enhanced Career | % staff voluntary turnover | Good if decreasing | 2025/26 | N/A | 40% | 25% | 15% | 10% | 5% | DAS - MUFINDI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|--|--|---|-------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Introduce flexible work options & wellness initiatives; Foster motivation, retention, skills upgrading and acknowledging dedication. | Development Opportunities in Mufindi District Commissioner's office by June 2031 | | | | | | | | | | |
| F: Institutional performance, Planning and financial management improved | Identify business processes for re-engineering; Restructure and automate identified service delivery processes; Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options and wellness initiatives. | F01C: Restructure and automate core administrative and service delivery processes of Kilolo District Commissioner's office by June 2031 | Number of automated processes | Good if increasing | 2025/26 | N/A | 2 | 3 | 4 | 5 | 6 | DAS - KILOLO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|----------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | Number of processes restructured | Good if increasing | 2025/26 | N/A | 2 | 3 | 4 | 5 | 6 | DAS - KILOLO |
| | Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options & wellness initiatives; Follow-ups on regular departmental staff meetings. | F02S: 25% decrease in grievances related to staff matters; and 10% increase in staff feeling valued in Kilolo District Commissioner's office by June 2031 | % decrease in staff grievances | Good if decreasing | 2025/26 | N/A | 10% | 14% | 17% | 22% | 25% | DAS - KILOLO |
| | | | % of staff net promoters for RS | Good if increasing | 2025/26 | N/A | 65% | 70% | 75% | 80% | 90% | DAS - KILOLO |
| | Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options & wellness initiatives | F03S: Reduce reported burnout and increase uptake in wellness programs of Kilolo District Commissioner's office staff from 30% to | % Reduced staff burnout | Good if increasing | 2025/26 | N/A | 8% | 9% | 11% | 13% | 15% | DAS - KILOLO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | such as promoting engagement in SHIMIWI sports and games | 15% by June 2031 | | | | | | | | | | |
| | | | % increase of staff in wellness programs | Good if increasing | 2025/26 | N/A | 10% | 15% | 20% | 25% | 30% | DAS - KILOLO |
| | Facilitate OSHA evaluations and recommendations; Raise staff awareness to labour laws and regulations. | F04S: Ensure 90% compliance of Kilolo District Commissioner's office to OSHA, and local labour laws and regulations, using regular audits and clear policy management systems by June 2031 | % OSHA compliance | Good if increasing | 2025/26 | N/A | 70% | 75% | 80% | 85% | 90% | DAS - KILOLO |
| | | | Number of staff sessions related to labour laws and regulations | Good if increasing | 2025/26 | N/A | 4 | 4 | 4 | 4 | 4 | DAS - KILOLO |
| | Promote staff morale and reliability Undertake | F05S: Achieve and Sustain an Employee Net Promoter | eNPS score | Good if increasing | 2025/26 | N/A | 30 | 40 | 50 | 60 | 80 | DAS - KILOLO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|----------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | manpower planning; review incentives and motivational packages. | Score (eNPS) of +50 or Higher through Kilolo District Commissioner's office by June 2031 | | | | | | | | | | |
| | Undertake manpower planning; review incentives and motivational packages; Foster motivation, retention, and acknowledging dedication. | F06S: Decrease the Absenteeism Rate from 30% to 5% to Improve Overall Workforce Reliability and Morale of Kilolo District Commissioner's office by June 2031 | % staff absenteeism | Good if decreasing | 2025/26 | N/A | 30% | 25% | 20% | 10% | 5% | DAS - KILOLO |
| | Restructure and automate identified service delivery processes; Promote leave utilization; Introduce flexible work options & wellness initiatives; Foster motivation, | F07S: Reduce Voluntary Employee Turnover from 40% to 5% Annually Through Enhanced Career Development Opportunities in Kilolo District Commissioner's office by June 2031 | % staff voluntary turnover | Good if decreasing | 2025/26 | N/A | 40% | 25% | 15% | 10% | 5% | DAS - KILOLO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---|--|--|----------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | retention, skills upgrading and acknowledging dedication. | | | | | | | | | | | |
| F: Institutional performance, Planning and financial management improved | Identify business processes for re-engineering; Restructure and automate identified service delivery processes; Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options and wellness initiatives. | F01C: Restructure and automate core administrative and service delivery processes by June 2031 | Number of automated processes | Good if increasing | 2025/26 | N/A | 2 | 3 | 4 | 5 | 6 | AASAHRM |
| | | | Number of processes restructured | Good if increasing | 2025/26 | N/A | 2 | 3 | 4 | 5 | 6 | AASAHRM |
| | Promote leave utilization; Foster motivation, | F02S: 25% decrease in grievances related to staff matters; and | % decrease in staff grievances | Good if decreasing | 2025/26 | N/A | 10% | 14% | 17% | 22% | 25% | AASAHRM |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|---------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | retention, and acknowledging dedication; Introduce flexible work options & wellness initiatives; Follow-ups on regular departmental staff meetings. | 10% increase in staff feeling valued | | | | | | | | | | |
| | | | % of staff net promoters for RS | Good if increasing | 2025/26 | N/A | 65% | 70% | 75% | 80% | 90% | AASAHRM |
| | Promote leave utilization; Foster motivation, retention, and acknowledging dedication; Introduce flexible work options & wellness initiatives such as promoting engagement in SHIMIWI sports and games | F03S: Reduce reported burnout by 15% and increase uptake in wellness programs by 30% | % Reduced staff burnout | Good if increasing | 2025/26 | N/A | 8% | 9% | 11% | 13% | 15% | AASAHRM |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | % increase of staff in wellness programs | Good if increasing | 2025/26 | N/A | 10% | 15% | 20% | 25% | 30% | AASAHRM |
| | Facilitate OSHA evaluations and recommendations; Raise staff awareness to labour laws and regulations. | F04S: Ensure 90% compliance to OSHA, and local labour laws and regulations, using regular audits and clear policy management systems by June 2031 | % OSHA compliance | Good if increasing | 2025/26 | N/A | 70% | 75% | 80% | 85% | 90% | AASAHRM |
| | | | Number of staff sessions related to labour laws and regulations | Good if increasing | 2025/26 | N/A | 4 | 4 | 4 | 4 | 4 | AASAHRM |
| | Promote staff morale and reliability Undertake manpower planning; review incentives and motivational packages. | F05S: Achieve and Sustain an Employee Net Promoter Score (eNPS) of +50 or Higher by June 2031 | eNPS score | Good if increasing | 2025/26 | N/A | 30 | 40 | 50 | 60 | 80 | AASAHRM |
| | Undertake manpower planning; | F06S: Decrease the Absenteeism | % staff absenteeism | Good if decreasing | 2025/26 | N/A | 30% | 25% | 20% | 10% | 5% | AASAHRM |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | review incentives and motivational packages; Foster motivation, retention, and acknowledging dedication. | Rate from 30% to 5% to Improve Overall Workforce Reliability and Morale by June 2031 | | | | | | | | | | |
| | Restructure and automate identified service delivery processes; Promote leave utilization; Introduce flexible work options & wellness initiatives; Foster motivation, retention, skills upgrading and acknowledging dedication. | F07S: Reduce Voluntary Employee Turnover from 40% to 5% Annually Through Enhanced Career Development Opportunities by June 2031 | % staff voluntary turnover | Good if decreasing | 2025/26 | N/A | 40% | 25% | 15% | 10% | 5% | AASAHM |
| | 1). Enhance public access to financial reports and performance data through user-friendly | F01S: Annually reduce outstanding audit queries from 75% to 90% by June 2031 | % Reduction of audit queries | Good if increasing | 2025/26 | N/A | 75 | 80 | 83 | 87 | 90 | CA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|-----------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | online portals, boosting accountability; 2). Publish quarterly financial reports online in accessible formats, achieving 80% public satisfaction in feedback surveys: 3). Utilize existing regional and council websites, train staff on data presentation, and hold regular public budget dialogues. | | | | | | | | | | | |
| | Strengthen expenditure controls; Monitor trends of project cost overruns. Follow-ups on procurement process. | F02S: Increase annual burning rate from 85% to 95% for projects and operational budget by June 2031 | % Burning rate | Good if increasing | 2025/26 | N/A | 85 | 88 | 90 | 93 | 95 | CA |
| | Allocate dedicated budget for | F03S: Implement a transparent | Number of top | Good if increasing | 2025/26 | 4 | 4 | 5 | 6 | 8 | 8 | CA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | training and link to performance appraisals, implement flexible work options (remote works, compressed weeks) and wellness hours: Budget for tech upgrades (e.g., data analytics tools) and Equip accounts staff with modern accounting software, laptops, pay statutory benefits, and improve working environment. | performance-based reward system, recognizing top performers with statutory motivations or bonuses/promotions, and establishing clear career paths for Finance and Accounts staff by June 2031 | performers identified | | | | | | | | | |
| | | | Number of rewards provided | Good if increasing | 2025/26 | 4 | 4 | 5 | 6 | 8 | 8 | CA |
| | | | Amount of bonus/honoria (TZS Million) | Good if increasing | 2025/26 | 6 | 8 | 10 | 12 | 14 | 16 | CA |
| | Ensure that 100% of internal audit reports are | F01S: Achieve a minimum of 85% satisfaction | % Annual client feedback | Good if increasing | 2025/26 | N/A | 50% | 55% | 60% | 70% | 85% | CIA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | formally presented and discussed at the Iringa Regional Secretariat's Audit Committee meetings on a quarterly basis, with action plans from management documented and tracked, strict adherence to governance best practices. Conduct client feedback survey | rating in annual client feedback surveys regarding the quality, professionalism, and value of internal audit recommendations by June 2031 | | | | | | | | | | |
| | | | Number of Engagements reports Prepared | Good if increasing | 2025/26 | N/A | 8 | 12 | 12 | 16 | 16 | CIA |
| | Ensure that 100% of internal audit reports are formally presented and discussed at the Iringa | F02S: Achieve a minimum of 95% implementation rate of internal and external audit recommendati | % of recommendations implemented | Good if increasing | 2025/26 | N/A | 40% | 50% | 70% | 80% | 95% | CIA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|-------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Regional Secretariat's Audit Committee meetings on a quarterly basis, with action plans from management documented and tracked; Develop clear motivational criteria with HR and Regional Administration . | ons related to compliance issues by June 2031. | | | | | | | | | | |
| | Allocate dedicated budget for training and link to performance appraisals, implement flexible work options (remote audits, compressed weeks) and wellness hours: Budget for tech upgrades (e.g., data | F03S: Implement a transparent performance-based reward system, recognizing top performers with statutory motivations or bonuses/promotions, and establishing clear career paths for IA staff by June 2031 | Number of top performers identified | Good if increasing | 2025/26 | 1 | 1 | 1 | 1 | 1 | 2 | CIA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|----------------------------------|--------------------|---------------|----------------|--------------------|------------|------------|------------|------------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | analytics tools) and Equip IA staff with modern audit software, laptops, and secure transport for field audits. | | | | | | | | | | | |
| | | | Number of rewards provided | Good if increasing | 2025/26 | 1 | 1 | 2 | 4 | 5 | 6 | CIA |
| | | | Amount of bonus/honora ria | Good if increasing | 2025/26 | 500,000 | 500,000.00 | 520,000.00 | 550,000.00 | 600,000.00 | 700,000.00 | CIA |
| | | | CPD hours attained | Good if increasing | 2025/26 | N/A | 40.00 | 45.00 | 50.00 | 55.00 | 60.00 | CIA |
| | Continuous follow-ups on implementation of findings; developing flash reports and alert for implementation and reporting to Audit Committee. | F04S: 100% of annual audit plans risk-based; 80% of high-risk findings addressed by management within agreed timelines by June 2031 | % high-risk findings addressed | Good if increasing | 2025/26 | N/A | 55% | 60% | 70% | 75% | 80% | CIA |
| | | | % annual audit plans implemented | Good if increasing | 2025/26 | N/A | 70% | 80% | 90% | 95% | 100% | CIA |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Continuous follow-ups on implementation of high-priority audit recommendations; developing flash reports and alert for implementation. | F05S: Increase annual implementation rate for high-priority audit recommendations from 40% to 85% by June 2031 | % high-priority audit recommendations implemented | Good if increasing | 2025/26 | N/A | 50% | 60% | 70% | 75% | 85% | CIA |
| | Regularly train IA staff in tech upgrades and link them to performance appraisals; and Equip IA staff with modern audit software, laptops, and secure transport for field audits. | F06S: Decrease average audit cycle time from 12 weeks to 8 weeks and increase use of data analysis in audits by 2031 | Average audit cycle in weeks | Good if decreasing | 2025/26 | N/A | 12 | 11 | 10 | 9 | 8 | CIA |
| | Train staff and attain required CPD hours to increase competency in e-Procurement Systems (e- | F01S: Increase percentage of PPRA Compliance from 85% to 100% by June 2031 | % of PPRA compliance | Good if increasing | 2025/26 | N/A | 100 | 100 | 100 | 100 | 100 | HPMU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | PAMS) and data analytics; Implement structured career paths and recognition for outstanding performance. | | Number of CPD hours per staff | Good if increasing | 2025/26 | N/A | 40 | 40 | 40 | 40 | 40 | HPMU |
| | Ensure a minimum of 30% of the total procurement budget is allocated to and awarded to special groups, Promote inclusive policies by actively engaging special groups in tender opportunities, Align procurements to national socio-economic objectives and inclusive growth strategies; Train staff and | F02S: Achieve 100% compliance with the Public Procurement Act and Regulations by June 2031 | % of compliance to Act and Regulations | Good if increasing | 2025/26 | N/A | 100 | 100 | 100 | 100 | 100 | HPMU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|----------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | attain required CPD hours to increase competency in e-Procurement Systems (e-PAMS) and data analytics. | | | | | | | | | | | |
| | | | Tender Board Trainings conducted | Good if increasing | 2025/26 | 0 | 1 | 1 | 1 | 2 | 2 | HPMU |
| | Transition all procurement processes to the National e-procurement System of Tanzania (NeST), Implement and fully utilize the new e-procurement system (NeST) for all procurement activities, 100% of tenders processed electronically through the platform, Optimize procurement | F03S: 100% electronic processing rate documented in the NeST system's reports by June 2031 | % e-processing rate in NeST | Good if increasing | 2025/26 | N/A | 100 | 100 | 100 | 100 | 100 | HPMU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|---------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | processes to reduce delays. | | | | | | | | | | | |
| | Foster positive team growth and optimize resource allocation for staff benefits, retention, and alignment to skills development; Review work schedules, promote team building, and invest in wellness facilities; Increase staff satisfaction (from annual surveys) on work-life balance; Implement structured career paths and recognition for outstanding performance. | F04S: Offer performance-based and statutory motivations tied to specific agreed upon PMU targets by June 2031 | Number of staff motivated | Good if increasing | 2025/26 | 1 | 7 | 7 | 7 | 7 | 7 | HPMU |
| | Conduct anonymous surveys, | F01S: Offer performance-based and | Number of staff motivated | Good if increasing | 2025/26 | 1 | 2 | 2 | 2 | 2 | 2 | HLU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|--------------------------------------|--------------------|---------------|----------------|--------------------|------------|------------|------------|------------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | establish a Legal Training and Mentorship Program (specialization , tech skills, ethics) to keep legal expertise sharp; Develop flexible work schedules for preventing burnout, improving work morale, and attracting talents. | statutory motivations tied to specific agreed upon Legal Unit targets by June 2031 | | | | | | | | | | |
| | | | Amount of bonus/honoria | Good if increasing | 2025/26 | 500,000 | 10,000,000 | 15,000,000 | 20,000,000 | 25,000,000 | 30,000,000 | HLU |
| | Ensure 100% of legal and relevant non-legal staff (procurement, management, land officers) complete advanced training on new legislation; Track processing | F02S: Reduce 40% of average processing time for legal opinions/contracts by June 2031 through digital workflow implementation , ensuring timely support for regional | % reduction of legal processing time | Good if increasing | 2025/26 | N/A | 80 | 70 | 60 | 50 | 40 | HLU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | times and target 40% reduction | development projects | | | | | | | | | | |
| | Conducting targeted legal reviews and training sessions; Focusing on high-risk areas like land, projects, debts and procurement; Conducting quarterly legal awareness clinics in all Wards of Iringa. | F03S: Achieve 95% compliance rate for all regional transaction contracts and procurement documents by June 2031 | % of compliance rate | Good if increasing | 2025/26 | N/A | 60 | 70 | 80 | 90 | 95 | HLU |
| | Promoting public adoption of key digital services, Tracking official emails and portal usage statistics, Train 90% of all RS staff in core digital skills (e-governance tools, data analysis, | F01S: Oversee ICT standards and attain 100% online availability of all key public services with a user adoption rate over 80% across the region by June 2031 | % of key public services available online | Good if increasing | 2025/26 | N/A | 80 | 84 | 90 | 95 | 100 | HICT |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|--------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | cybersecurity) | | | | | | | | | | | |
| | | | % of online user adoption rate | Good if increasing | 2025/26 | N/A | 70 | 73 | 75 | 78 | 80 | HICT |
| | Enhance network reliability across the region, Secure regional data assets, fostering innovation in public service delivery processes, Establish a regional Digital Innovation Hub with at least 5 pilot projects. | F02S: Develop and fully implement a comprehensive crisis communication plan that reduces RS average response time to a new crisis from 4 days to 12 hours by June 2031 | Crisis plan operationalized | Yes=1/No=0 | 2025/26 | 0 | 1 | 1 | 1 | 1 | 1 | HICT |
| | | | Crisis response time in hours | Good if decreasing | 2025/26 | N/A | 48 | 36 | 24 | 18 | 12 | HICT |
| | Monitor internal records of communication issuance dates versus approval dates; track | F01S: Increase the RS share of voice in major regional media outlets from 50% to 85% by June 2031. | % share of voice | Good if increasing | 2025/26 | N/A | 50 | 70 | 75 | 82 | 85 | HGCU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|-------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | media monitoring reports for coverage and timeliness; | | | | | | | | | | | |
| | Streamlining internal information flow and utilize a variety of platforms to ensure rapid and broad reach, including timely updates to the official Iringa RS website; | F02S: Increase employee engagement with internal communication platforms from 50% to 85% by June 2031. | % Increase in employees' engagement | Good if increasing | 2025/26 | N/A | 50 | 68 | 79 | 83 | 85 | HGCU |
| | Track website analytics (unique visitors, page views) and social media metrics (followers, engagement rates) on a quarterly basis; Maintain records of training attendance and | F03S: Increase overall public trust in the RS from the 50% to 80% by June 2031. | % Overall public trust in RS | Good if increasing | 2025/26 | N/A | 50 | 62 | 70 | 78 | 80 | HGCU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | performance evaluations; conduct annual reviews of LGAs' communication outputs for adherence to guidelines. | | | | | | | | | | | |
| | Establish and operationalize regional databank and regional development dashboards, Develop and operationalize a Disaster Management Centre, Document and update RS risks and conduct quarterly assessments Coordinate implementation of <i>Dira 2050</i> , RS Strategic Plan indicators, Ruling Party Manifesto (RPM), Regional and | F01S: Coordinate 90% of Regional Performance Score by June 2031 | Databank operational | Yes=1/No=0 | 2025/26 | 0 | 1 | 1 | 1 | 1 | 1 | AASPC |
| | | | Disaster Management Centre operational | Yes=1/No=0 | 2025/26 | 0 | 1 | 1 | 1 | 1 | 1 | AASPC |
| | | | Number of updated risk registers | Good if constant | 2025/26 | 1 | 6 | 6 | 6 | 6 | 6 | AASPC |
| | | | SP Performance Score | Good if increasing | 2025/26 | N/A | 70 | 75 | 80 | 85 | 90 | AASPC |
| | | | RPM Performance Score | Good if increasing | 2025/26 | N/A | 70 | 75 | 80 | 85 | 90 | AASPC |
| | | | % Reduction of cost overruns | Good if increasing | 2025/26 | N/A | 10 | 20 | 30 | 40 | 50 | AASPC |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Councils Development Plans; and Controlling projects cost overruns and carryovers of fund | | | | | | | | | | | |
| | | | %RDP Performance score | Good if increasing | 2025/26 | N/A | 70 | 75 | 80 | 85 | 90 | AASPC |
| | | | %CDPs Performance Score | Good if increasing | 2025/26 | N/A | 70 | 75 | 80 | 85 | 90 | AASPC |
| | Collect and compile performance data from all relevant sectors across RS and 5 LGAs for effective M&E; Establish and strengthen an M&E coordination team responsible for data verification and progress tracking; Develop and operationalize a | F01S: Ensure 100% of RS and 5 LGAs development projects, strategic plan, Ruling Party Manifesto indicators and Government directives, are Monitored and Evaluated by June 2031 | % Projects completed in time | Good if increasing | 2025/26 | N/A | 70 | 75 | 80 | 90 | 100 | HMEU |
| | | | % of SP performance | Good if increasing | 2025/26 | N/A | 25 | 50 | 70 | 90 | 100 | HMEU |
| | | | % RPM score | Good if increasing | 2025/26 | N/A | 25 | 50 | 70 | 90 | 100 | HMEU |
| | | | Number of impact studies | Good if increasing | 2025/26 | N/A | 2 | 2 | 2 | 2 | 2 | HMEU |
| | | | % of departments relying on M&E reports | Good if increasing | 2025/26 | N/A | 60 | 68 | 70 | 75 | 80 | HMEU |
| | | | | | | | | | | | | |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---------|--------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | | | | | | | | | | |
| | comprehensive monitoring database system including the Operational Manual, Readiness plan, M&E Strategy and Plan for the Integrated M&E framework that captures project performance indicators; Conduct monthly and quarterly field visits, monitoring, evaluation and validation exercises to ensure implementation, data accuracy and compliance; to prepare and disseminate quarterly and annual M&E performance reports to management and | | M&E Reports quality assessment score | Good if increasing | 2025/26 | N/A | 70 | 75 | 80 | 90 | 100 | HMEU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|-------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | stakeholders; Monitor and evaluate the ruling party manifesto annually; to monitor and evaluate the regional SP performance annually; to Facilitate quarterly M&E performance meetings; to Collaborate with NBS in data collection, data coding / entry, analysis and interpretation; and to Monitor and manage the timely resolution of all project challenges. | | | | | | | | | | | |
| | Enhance staff welfare, motivation, and recognition initiatives within the M&E Unit; Strengthen | F02S: Implement a transparent performance-based reward system, recognizing top performers with statutory | Number of top performers identified | Good if increasing | 2025/26 | 1 | 2 | 2 | 2 | 2 | 2 | HMEU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|----------------------------|--------------------|---------------|----------------|--------------------|--------------|--------------|--------------|--------------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | teamwork, collaboration, and open communication among M&E staff; Facilitate continuous professional development | motivations or bonuses/promotions, and establishing clear career paths for 4 M&E staff by June 2031 | | | | | | | | | | |
| | and technical capacity building programs; Improve the working environment by ensuring availability of modern tools, digital systems, and conducive office working environment; and to Train M&E officers and sectoral focal persons on data collection, analysis, reporting and M&E disciplinary. | | Number of rewards provided | Good if increasing | 2025/26 | 1 | 1 | 1 | 1 | 1 | 1 | HMEU |
| | | | Amount of bonus/honoria | Good if increasing | 2025/26 | 500,000.00 | 6,000,000.00 | 7,000,000.00 | 8,000,000.00 | 8,000,000.00 | 8,000,000.00 | HMEU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Continuous assessment of overall performance in LGAs, promoting increasing own-source revenue (OSR) by strengthening property valuation, collection systems, and conducive business environment. | F01S: Strengthen Financial Management and control to 5 LGAs from 55% to 100% by June 2031. | % of controls effectiveness | Good if increasing | 2025/26 | N/A | 55 | 65 | 75 | 85 | 100 | AASMMI |
| | | | % of statutory financial reports submitted on time | Good if increasing | 2025/26 | N/A | 55 | 65 | 75 | 85 | 100 | AASMMI |
| | | | % of LGAs receiving unqualified Audit Opinions | Good if increasing | 2025/26 | N/A | 55 | 65 | 75 | 85 | 100 | AASMMI |
| | Broadening financial sources and strengthen revenue collection measures, identify revenue | F02S: Enhance Annual Revenue collection in 5 LGAs from TZS 42 billion to TZS150 | % of Revenue Collection Efficiency | Good if increasing | 2025/26 | 42 | 45 | 70 | 90 | 120 | 150 | AASMMI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|----------------------|-----------------|--------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | generating projects and formulate SPVs and PPPs or introduce Council Bonds in stock markets, monitoring and evaluating trends of revenue collections in LGAs. Enhance revenue administration and enforcement by updating revenue by-laws, improving valuation and billing processes, and strengthening compliance and collection mechanisms. Strengthen stakeholder engagement and taxpayer awareness to improve | Billion by June 2031 | | | | | | | | | | |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | voluntary compliance and foster a positive revenue culture. Build capacity of revenue staff through targeted training, performance-based incentives, and regular supervision to improve efficiency and accountability. | | | | | | | | | | | |
| | | | % of Revenue Growth Rate. | Good if increasing | 2025/26 | N/A | 7 | 56 | 29 | 33 | 25 | AASMMI |
| | | | % of Revenue Collection Efficiency | Good if increasing | 2025/26 | N/A | 70 | 78 | 82 | 89 | 92 | AASMMI |
| | Reduce bureaucracy and improve efficiency to align Region with Tanzania's vision for competitiveness; Improve key public | F03S: Monitor and evaluate performance effectiveness of 5 LGAs in Good Governance and statutory compliance from 60% to | % of LGAs compliance | Good if increasing | 2025/26 | N/A | 60 | 70 | 80 | 90 | 100 | AASMMI |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|-------------------|-----------------|--------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | services (water, sanitation, health access) based on citizen feedback and O&OD planning; Develop and implement a robust Council Data Monitoring Dashboard; conduct quarterly performance reviews with clear action plans; Ensure 100% compliance with national public procurement, financial, and environmental regulations in Councils, and resolving outstanding CAG and Parliamentary queries. Strengthen capacity building | 100% by June 2031 | | | | | | | | | | |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|--|--|-------------------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | through regular training and mentorship for councillors, management, and statutory committee members on governance and compliance requirements. Promote a culture of good governance by mainstreaming ethics, integrity, and performance standards across all LGA operations | | | | | | | | | | | |
| | Promoting cost-effective and simple technologies for cooking energies, promoting accessibility and use of clean cooking gas cylinders. Promoting innovation for | F01S: Expand access to clean, reliable energy, specifically by distributing over 9,000 clean cooking gas cylinders to at least 95% of registered villages within | Number of gas cylinders distributed | Good if increasing | 2025/26 | N/A | 500 | 2500 | 3000 | 3000 | 9000 | HCDU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | cost-effective and environmental-friendly cooking technologies in rural and peri-urban areas. | the region by June 2031 | | | | | | | | | | |
| | | | Number of clean and cost-effective technologies disseminated in rural areas | Good if increasing | 2025/26 | N/A | 3 | 0 | 1 | 4 | 8 | HCDU |
| | | | Number of small vendors dealing with cost effective business | Good if increasing | 2025/26 | N/A | 0 | 0 | 25 | 25 | 30 | HCDU |
| | | | Number of people accessing cost effective technologies | Good if increasing | 2025/26 | N/A | 200 | 200 | 300 | 300 | 800 | HCDU |
| | Strengthen group partnerships of small-scale traders, create registration awareness and promote | F02S: Increase registration of small-scale traders from 3364 to 10,092 and designate official trading areas from 35 | Small-scale traders registered | Good if increasing | 2025/26 | N/A | 4,126 | 5,500 | 7,000 | 8,500 | 10,092 | HCDU |
| | | | Number small vendors owning ID Card | Good if increasing | 2025/26 | N/A | 128 | 200 | 300 | 300 | 928 | HCDU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | | | | | | | | | | |
| | small-scale traders' registrations, linking small-scale traders to financial institutions for loans access, providing financial and business literacy to small-scale traders for growth and business expansion, support for market linkages for products of small-scale traders, promoting local contents and special group consideration in public tenders | to 70 in 5 LGAs by June 2031 | | | | | | | | | | |
| | | | Small-scale traders expanded to medium size | Good if increasing | 2025/26 | N/A | 50 | 93 | 200 | 200 | 493 | HCDU |
| | | | Acres of trading areas designated in LGAs | Good if increasing | 2025/26 | N/A | 45 | 50 | 80 | 100 | 150 | HCDU |
| | | | Number of designated areas | Good if increasing | 2025/26 | N/A | 35 | 15 | 10 | 10 | 70 | HCDU |
| | Implement targeted financial literacy | F03S: To Strengthen 8 community development | Number of small vender projects established | Good if increasing | 2025/26 | N/A | 4126 | 200 | 200 | 200 | 4726 | HCDU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---|--|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | programs for rural communities and SMEs in Iringa, focusing on digital payments, savings, and credit access | programs and projects in 5 LGAs by June 2031. | | | | | | | | | | |
| | | | Number of small trade vendors acquired 7% loans | Good if increasing | 2025/26 | N/A | 126 | 100 | 100 | 100 | 426 | HCDU |
| | | | Women Economic empowerment platform strengthened | Good if increasing | 2025/26 | N/A | 1 | 2 | 2 | 3 | 8 | HCDU |
| | | | Number of programs established by beneficiaries | Good if increasing | 2025/26 | N/A | 200 | 200 | 100 | 100 | 600 | HCDU |
| | | | Number of platforms on community awareness to End Gender Based Violence and violence against | Good if increasing | 2025/26 | N/A | 4 | 2 | 2 | 2 | 12 | HCDU |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|--|--|---|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | children strengthened | | | | | | | | | |
| | | | 10 % programs effectiveness | Good if increasing | 2025/26 | N/A | 50 | 60 | 70 | 80 | 95 | HCDU |
| | | | O&OD community participation strengthened | Good if increasing | 2025/26 | N/A | 20 | 40 | 50 | 70 | 90 | HCDU |
| | | | Youth Economic Empowerment platform strengthened | Good if increasing | 2025/26 | N/A | 20 | 30 | 45 | 60 | 85 | HCDU |
| | | | Nongovernmental Organization, CBOs and FBOs implementation Strengthening and coordination | Good if increasing | 2025/26 | N/A | 10 | 35 | 55 | 70 | 90 | HCDU |
| | | | % PPP Stakeholders involvement in community development program Strengthened | Good if increasing | 2025/26 | N/A | 20 | 45 | 60 | 70 | 75 | HCDU |
| Y: Multi-sectorial Nutritional Services Improved | Promoting improvement of nutritional contents and food security in | Y01S: Reduce prevalence of stunting among children under five years old | % of stunting among children under five years children | Good if decreasing | 2022/23 | 56.9 | 56.9 | 45 | 38 | 30 | 25 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|--|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | communities to reduce stunting and malnutrition, | from 56.9% to 25% by June 2031 | % of wasting among children under five years children | Good if decreasing | 2025/26 | N/A | 1.9 | 0 | 0 | 0 | 0 | RMO |
| | | | % of underweight among under five years children | Good if decreasing | 2025/26 | N/A | 10.7 | 0 | 0 | 0 | 0 | RMO |
| | | | % of Overweight/obesity among under five years children | Good if decreasing | 2025/26 | N/A | 9 | 0 | 0 | 0 | 0 | RMO |
| | Strengthen essential micronutrient supplementation programs (e.g., Vitamin A for children under five, and iron and folic acid for pregnant and lactating women), monitor production and sell of all edible salt to ensure it is | Y02S: Achieve 90% coverage for essential micronutrient supplementation programs and ensure 95% of all edible salt in Iringa is adequately iodized by June 2031 | % Children aged 6-23 months receiving Minimum dietary diversity in children 6–23 months | Good if increasing | 2025/26 | N/A | 28.7 | 30.4 | 32.1 | 33.8 | 35.6 | RMO |
| | | | % of Children aged 6-23 months receiving Minimum | Good if increasing | 2025/26 | N/A | 47.9 | 49.6 | 51.3 | 53 | 54.8 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|---|---------|---|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | Meal Frequency | | | | | | | | | |
| | iodized; Increase the proportion of health facilities offering a full package of nutrition services; Establish and fully operationalize multisectoral nutrition coordination committees in all targeted local government areas; Increase demand for nutrition services and improve optimal nutrition, growth, and development practices within communities. | | % of Children aged 6-23 months receiving Minimum Acceptable Diets | Good if increasing | 2025/26 | N/A | 26.1 | 36.1 | 46.1 | 56.1 | 66.1 | RMO |
| | | | % of Vitamin A supplementat ion to children | Good if increasing | 2025/26 | N/A | 92.2 | 94.1 | 96.04 | 97.96 | 100 | RMO |

| Strategic Objective | Strategies | Targets | KPI Description | KPI Criteria | Baseline Year | Baseline Value | KPI Annual Targets | | | | | Responsible Person |
|---------------------|------------|---------|---------------------------|--------------------|---------------|----------------|--------------------|---------|---------|---------|---------|--------------------|
| | | | | | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | | | aged 6-59 months | | | | | | | | | |
| | | | % of iodizing edible salt | Good if increasing | 2025/26 | N/A | 97.84 | 98.38 | 98.88 | 99.42 | 100 | RMO |

Appendix 2

| Results Framework Matrix for Impact and Outcomes of SP Implementation (2026/27 - 2030/31) | | | | | | | | | | | |
|--|--|--------------------|---------|---------|---------|---------|---------|---------|-----------------------------------|---------------------|---|
| Result Level | Indicator | Baseline (2024/25) | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Data Sources | Reporting Frequency | Responsible Institutions |
| Impact | Poverty rate (%) | 26% | 21% | 18% | 15% | 13% | 9% | 5% | NBS – Household Budget Survey | Every 2–3 years | NBS; PO-PC; AASPC |
| Impact | Regional GDP per capita (index) | 100 | 105 | 112 | 120 | 128 | 135 | 140 | NBS Regional Accounts; MoFP | Annual | MoFP; NBS; AASPC |
| Impact | Human Development Index (HDI) | 0.55 | 0.56 | 0.58 | 0.6 | 0.62 | 0.64 | 0.75 | UNDP/NBS HDI Reports | Every 2–3 years | PO-PC; NBS; Sector MDAs, AASPC |
| Outcome 1: Increased incomes and employment | | | | | | | | | | | |
| Result Level | Indicator | Baseline (2024/25) | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Data Sources | Reporting Frequency | Responsible Institutions |
| Outcome | Unemployment rate (%) | 11% | 10.50% | 10% | 9% | 8% | 7% | 4.40% | Labour Force Survey (NBS) | Annual | MoL; NBS; AASPC, AASR5, AASR9, HMEU |
| Outcome | Basic Poverty Rate (%) | 35% | 32.00% | 30% | 27% | 25% | 22% | 20% | Labour Force Survey (NBS) | Annual | MoL; NBS; AASR5, HCDU, HMEU |
| Outcome | Extreme Poverty Rate (%) | 15% | 12.00% | 10% | 8% | 6% | 4% | 3% | Labour Force Survey (NBS) | Annual | MoL; NBS; AASR5, HCDU, HMEU |
| Outcome | Labourforce Participation Rate in Region (%) | 73.2% | 75.00% | 77% | 78% | 80% | 84% | 86% | Labour Force Survey (NBS) | Annual | MoL; NBS; AASPC, AASR5, AASR9, HCDU, HMEU |
| Outcome | Employment to Population Ratio | 68.7% | 70.00% | 73% | 76% | 79% | 81% | 85% | Labour Force Survey (NBS) | Annual | MoL; NBS; AASPC, HMEU |
| Outcome | Households reporting increased income (%) | 35% | 40% | 45% | 50% | 55% | 58% | 65% | HBS; Regional surveys | Biannual | PO-PC; LGAs; HCDU, AASPC |
| Outcome 2: Improved agricultural productivity and markets | | | | | | | | | | | |
| Result Level | Indicator | Baseline (2024/25) | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Data Sources | Reporting Frequency | Responsible Institutions |
| Outcome | Average crop yield increase (%) | 0% | 10% | 18% | 25% | 32% | 38% | 45% | MoA statistics; Extension reports | Annual | MoA; LGAs; AASR5 |
| Outcome | Farmers linked to formal markets (%) | 25% | 30% | 35% | 40% | 45% | 48% | 60% | Cooperatives & WRS records | Annual | MoA; AMCOS; LGAs, AASR5 |

| Outcome 3: Improved education and health services | | | | | | | | | | | |
|--|---|--------------------|---------|---------|---------|---------|---------|---------|--------------|---------------------|--------------------------|
| Result Level | Indicator | Baseline (2024/25) | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Data Sources | Reporting Frequency | Responsible Institutions |
| Outcome | Primary completion rate (%) | 78% | 80% | 82% | 85% | 87% | 89% | 98% | EMIS | Annual | MoEST; LGAs, REO |
| Outcome | Primary pass rate (%) | 88% | 92% | 93% | 95% | 97% | 98% | 99% | EMIS | Annual | MoEST; LGAs, REO |
| Outcome | Secondary completion rate (%) | 90% | 93% | 94% | 96% | 98% | 99% | 100% | EMIS | Annual | MoEST; LGAs, REO |
| Outcome | Secondary pass rate (%) | 90% | 92% | 94% | 95% | 97% | 98% | 99% | EMIS | Annual | MoEST; LGAs, REO |
| Outcome | Maternal mortality ratio (per 100,000) | 39 | 37 | 35 | 30 | 26 | 22 | 20 | DHIS2; DHS | Annual / 5-year | MoH; LGAs, RMO |
| Outcome | Infant Mortality Rate (per 1,000 live births) | 14.4 | 13 | 12 | 10 | 9 | 8 | 7 | DHIS2; DHS | Annual / 5-year | MoH; LGAs, RMO |
| Outcome | Under-five Mortality Rate (per 1,000 live births) | 15.3 | 14 | 11 | 9 | 8 | 7 | 6 | DHIS2; DHS | Annual / 5-year | MoH; LGAs, RMO |
| Outcome | Stunting in children aged 0-59 months | 56.9% | 45 | 40 | 38 | 30 | 25 | 22.6% | DHIS2; DHS | Annual / 5-year | MoH; LGAs, RMO |
| Outcome | Wasting in children aged 0-59 months | 5.0% | 4.6 | 4.2 | 3.9 | 3.4 | 3 | 2.0% | DHIS2; DHS | Annual / 5-year | MoH; LGAs, RMO |
| Outcome | Low birth weight at birth | 4.7% | 4.5 | 4.2 | 3.9 | 3.4 | 3 | 2.0% | DHIS2; DHS | Annual / 5-year | MoH; LGAs, RMO |

| Outcome 4: Improved infrastructure and connectivity | | | | | | | | | | | |
|--|---|--------------------|---------|---------|---------|---------|---------|---------|-----------------------|---------------------|------------------------------|
| Result Level | Indicator | Baseline (2024/25) | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Data Sources | Reporting Frequency | Responsible Institutions |
| Outcome | Roads passable year-round (%) | 60% | 65% | 70% | 75% | 80% | 83% | 90% | TANROADS/LGAs surveys | Annual | MoWT; TANROADS; LGAs, AASR6, |
| Outcome | Regional areas with internet access (%) | 70% | 75% | 80% | 85% | 90% | 95% | 100% | e-GA, LGAs surveys | Annual | HICTU |
| Outcome | Households with electricity access (%) | 45% | 50% | 55% | 60% | 65% | 70% | 75% | REA; TANESCO | Annual | MoE; REA; TANESCO, AASR6 |
| Outcome | Urban access to clean water (%) | 90% | 90% | 92% | 95% | 96% | 97% | 98.0% | RUWAS, IRUWASA | Biannual | MoWS; RUWASA; IRUWASA; AASR6 |
| Outcome | Rural access to clean water (%) | 76% | 77% | 80% | 82% | 84% | 86% | 88.0% | RUWAS, IRUWASA | Biannual | MoWS; RUWASA; IRUWASA; AASR6 |

| Outcome 5: Governance, inclusion & participation | | | | | | | | | | | |
|--|--|--------------------|-----------|-----------|------------|------------|------------|------------|------------------------------|---------------------|--|
| Result Level | Indicator | Baseline (2024/25) | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Data Sources | Reporting Frequency | Responsible Institutions |
| Outcome | Citizen satisfaction with services (%) | 55% | 57% | 60% | 65% | 70% | 75% | 80% | Citizen scorecards; LGAs | Biennial | PMO-RALG; LGAs, AASPC, HMEU, AASR3, DASs |
| Outcome | Women & youth participation (%) | 35% | 40% | 45% | 50% | 60% | 65% | 75% | LGAs | Quarterly | PMO-RALG; LGAs, AASPC, HMEU, HCDU |
| Result Level | Indicator | Baseline (2024/25) | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Data Sources | Reporting Frequency | Responsible Institutions |
| Output | Farmers trained (cumulative) | 0 | 15,000 | 30,000 | 45,000 | 60,000 | 70,000 | 80,000 | Extension & training reports | Quarterly | MoA; LGAs, AASR5 |
| Output | Regional annual GDP (TZS Million) | 6,565,164.21 | 7,500,000 | 9,500,000 | 14,000,000 | 17,000,000 | 18,500,000 | 19,500,000 | Extension & training reports | Quarterly | MoA; LGAs, AASR5 |
| Output | Regional percapita GDP(TZS) | 5,210,017.75 | 6,000,000 | 8,000,000 | 11,000,000 | 12,500,000 | 14,000,000 | 15,500,000 | Extension & training reports | Quarterly | MoA; LGAs, AASR5 |
| Output | Regional annual GDP share | 3.2% | 4.2% | 4.8% | 5.6% | 6.4% | 7.1% | 7.5% | Extension & training reports | Quarterly | MoA; LGAs, AASR5 |
| Output | Annual harvest in tons | 1,043,908 | 1,500,000 | 2,000,000 | 2,500,000 | 3,500,000 | 4,000,000 | 4,500,000 | Extension & training reports | Quarterly | MoA; LGAs, AASR5 |
| Output | SMEs supported (cumulative) | 0 | 800 | 1,800 | 2,800 | 3,800 | 4,500 | 5,000 | LGAs; BRELA | Quarterly | MIT; LGAs, AASR9 |
| Output | Classrooms built/rehabilitated | 7719 | 80 | 170 | 270 | 380 | 450 | 500 | LGAs engineering reports | Quarterly | MoEST; LGAs, REO |
| Output | New schools operationalized | 700 | | | | | | | LGAs engineering reports | Quarterly | MoEST; LGAs, REO |
| Output | Health facilities built/rehabilitated | 0 | 80 | 170 | 270 | 380 | 450 | 500 | LGAs engineering reports | Quarterly | MoH; LGAs, RMO |

| | | | | | | | | | | | |
|--------|------------------------------------|------|-------|-------|-------|-------|-------|--------|------------------|-------------|------------------------|
| Output | Health facilities upgraded | 0 | 8 | 18 | 28 | 38 | 45 | 50 | MoH/LGAs reports | Quarterly | MoH; LGAs, RMO |
| Output | Roads upgraded (km) | 0 | 100 | 220 | 340 | 460 | 540 | 600 | TANROADS/LGAs | Quarterly | MoWT; TANROADS |
| Output | Villages electrified | 0 | 25 | 55 | 85 | 115 | 135 | 150 | REA reports | Quarterly | MoE; REA, AASR6 |
| Output | LGA staff trained (cumulative) | 0 | 150 | 350 | 550 | 750 | 900 | 1,000 | Training & HRMIS | Semi-annual | PMO-RALG; AASR3 |
| Output | Land reforested (ha, cumulative) | 0 | 1,500 | 3,000 | 5,000 | 7,000 | 8,500 | 10,000 | TFS; Env. audits | Annual | MNRT; TFS; LGAs, AASR5 |
| Output | Pupil-to-Teacher Ratio | 56:1 | 56:1 | 55:1 | 50:1 | 47:1 | 43:1 | 40:1 | Training & HRMIS | Quarterly | PMO-RALG; REO, LGAs |
| Output | Primary school Drop-out ratio | | | | | | | | Training & HRMIS | Quarterly | PMO-RALG; REO, LGAs |
| Output | Secondary student-to-Teacher Ratio | 56:1 | 56:1 | 55:1 | 50:1 | 47:1 | 40:1 | 30:1 | Training & HRMIS | Quarterly | PMO-RALG; REO, LGAs |
| Output | Secondary school Drop-out ratio | | | | | | | | Training & HRMIS | Quarterly | PMO-RALG; REO, LGAs |

THE PROPOSED FUNCTIONS AND ORGANIZATION STRUCTURE FOR REGIONAL SECRETARIATS
(Approved by the President 29th March, 2025)

