

**THE UNITED REPUBLIC OF TANZANIA**



**MINISTRY OF COMMUNITY DEVELOPMENT,  
GENDER AND CHILDREN**

**STRATEGIC PLAN**

**July, 2011 – June, 2016**

**May, 2011**



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## ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AIDOS	Italian Association of Women for Development
AU	African Union
CA	Chief Accounting
CAG	Controller and Auditor General
CBOs	Community Based Organizations
CCM	Chama cha Mapinduzi
CD	Community Development
CDD	Child Development Director
CDO	Community Development Officer
CDTIs	Community Development Training Institutes
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CRC	Convention on the Rights of the Child
CSO	Civil Society Organizations
DAHRM	Director of Administration and Human Resources Management
DCD	Director of Community Development
DGD	Director of Gender Development
DNGOs	Director of Non Governmental Organizations
DPP	Director of Policy and Planning
DPs	Development Partners
ECD	Early Childhood Development
FBO	Faith Based Organizations
FDCs	Folk Development Colleges
FGM	Female Genital Mutilation
FLA	Forward Looking Analysis
GDP	Gross Domestic Product
GDs	Gender Desks
GFPs	Gender Focal Points
HBS	Household Budget Survey
HESAWA	Health Sanitation and Water Program
HICT	Head of Information Communication and Technology
HIV	Human Immunodeficiency Virus
HQ	Headquarters
HR	Human Resource
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IECD	Integrated Early Childhood Development
IPSAS	International Public Sector Accounting Standards
ISOA	Institutional Sector and Organizational Analysis
JP4	Joint Program Four
KPI	Key Performance Indicators
LAN	Local Area Network
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation

MCDGC	Ministry of Community Development, Gender and Children
MCDWAC	Ministry of Community Development, Women Affairs and Children
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MIS	Management Information System
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MoF	Ministry of Finance
MTB	Ministerial Tender Board
MTEF	Medium Term Expenditure Framework
MTSPBM	Medium Term Strategic Plan and Budget Manual
NGOs	Non Governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
OPRAS	Open Performance Review and Appraisal System
PER	Public Expenditure Review
PHDR	Poverty and Human Development Report
PLWHA	People living with HIV/AIDS
PMO	Prime Minister's Office
PMO-RALG	Prime Ministers' Office Regional Administration and Local Government
PMS	Performance Management System
PMU	Procurement Management Unit
PO-SM	President's Office Public Service Management
PPP	Public Private Partnerships
PS	Permanent Secretary
PSRP	Public Service Reform Program
SADC	Southern Africa Development Community
SDS	Service Delivery Survey
SOSPA	Sexual, Offences Special Provision Act
SP	Strategic Plan
STI	Sexual Transmitted Infection
SWOC	Strength, Weaknesses, Opportunities and Challenges
TFTW	Training Fund for Tanzanian Women
TOT	Trainers of Trainees
TV	Television
UN	United Nation
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children Fund
UNIFEM	United Nations Fund for Women
URT	United Republic of Tanzania
VAC	Violence Against Children
VCT	Voluntary Counseling and Testing
WAN	Wide Area Network
WDF	Women Development Fund
WIC	Women's Information Centers

## PREFACE

The July 2011 – June 2016 Strategic Plan is the Ministry's endeavor to contribute to the realization of Vision 2025, Millennium Development Goals (MDGs), MKUKUTA II, CCM Manifesto 2010 and International and Regional instruments on women and children that the country has signed and ratified. Adequate analysis of the contemporary and future needs of the Community Development Sector was undertaken in the process of developing the Strategic Plan in order to guide resource allocation and improve service delivery.

Taking into consideration on the identified needs, policies, national strategies and the envisaged resources, the Ministry identified the following priority areas: facilitation of recruitment of Community Development Experts at Ward level; improving teaching and learning environment in Folk Development Colleges (FDCs) and Community Development Training Institutes (CDTIs); gender equality and equity; women economic empowerment; children rights and welfare and Non Governmental Organizations (NGOs) coordination and partnership with stakeholders. Implementation of the Strategic Plan is undertaken through Medium Term Expenditure Framework (MTEF) where activities and resources for achieving priority areas are spelt out. Performance and outcome indicators have been set to guide the monitoring and evaluation process. The Ministry will ensure that available resources are utilized rationally, in order to achieve the objectives of the Strategic Plan.

The process of developing this SP has clearly identified the Ministry's core functions and objectives which, if well implemented will greatly compliment other efforts aimed at stimulating the country's economic growth.

The objectives outlined in the SP form part of the overall development goals of the Government of ensuring improved welfare of its citizens through provision of Social Services with particular emphasis of the vulnerable groups (women, children, youth, persons with disabilities and the elderly).

All departments and units in my Ministry will for the next five years develop their detailed annual work plans guided by this SP. Given the prevailing resource constraints, activities with the highest impact on attainment of national goals will be given first priority.

On behalf of the Government and my Ministry, I would like to take this opportunity to express our appreciation to all DPs and stakeholders, who over the years have assisted this Ministry to achieve its mandated responsibilities. I call upon you to continue with the same spirit.

Hon. Sophia M. Simba (MP.)

**MINISTER FOR COMMUNITY DEVELOPMENT, GENDER AND CHILDREN**

## **PREAMBLE**

The MCDGC in line with the National Strategy for Growth and Reduction of Poverty II has produced the Ministerial Strategic Plan 2011-2016. The SP presents the vision, mission, objectives, strategies and targets for the next five years. The process of developing the SP entailed extensive consultations both internally and externally with other Government MDAs as well as our clients and DPs.

In line with the Principles of Result Oriented Management, this Plan is dynamic and will be reviewed from time to time. Such reviews will be influenced by Government policies, resource allocation and recommendations of monitoring and evaluation processes. In executing the Plan, the Ministry would like to appeal to the CSOs, Private Sector and our Development Partners to join us in the mobilization of the needed resources to make the Plan a reality.

This Strategic Plan would not have been possible without financial support from UNDP through UN Joint Programme on Capacity Strengthening for Development Management (JP4). The Ministry is very appreciative of the support. There has been a series of consultations with various stakeholders in putting together this SP. I would like at this juncture, to thank the MDAs, LGAs, CSOs, Academia and DPs with whom the Ministry consulted and discussed to produce this SP. Last but not least I would also like to thank the Ministry staff for hard and steadfast work they performed in accomplishing the SP.

Kijakazi R. Mtengwa (Mrs.)

**PERMANENT SECRETARY**

**MINISTRY OF COMMUNITY DEVELOPMENT, GENDER AND CHILDREN**

## EXECUTIVE SUMMARY

### ***The Purpose and Outline of the Strategic Plan***

This five year Strategic Plan (2011/12 - 2015/16) of the Ministry of Community Development, Gender and Children aims at providing a strategic direction of the MCDGC in the next five years and guides the implementation process. It is also a tool for resource mobilization and allocation and the basis for the development of the Ministry's MTEF. In addition, it intends to monitor MCDGC performance through Public Expenditure Review (PER) and forms the basis for accountability to clients and other stakeholders.

The SP is composed of four chapters. Chapter one is the introduction. It covers the Methodology, Purpose and Layout of the plan. Chapter two is situation analysis. It delves on the MCDGC background, mandate, roles and functions. It also outlines the review of vision, mission and performance of the previous Strategic Plan. Finally, it provides analysis of stakeholders and Strength, Weaknesses, Opportunities and Challenges (SWOC) of the Ministry. Chapter three is the Plan which includes vision, mission, core values, objectives, strategies, targets, key performance indicators and expected outcomes. Chapter four contains the results framework. In addition to the four chapters, three annexes namely the organization chart, strategic plan matrix and results framework matrix are attached.

### ***Mandate***

The Mandate of the Ministry according to Government Notice No.494 published on 17<sup>th</sup> December, 2010 includes;

- i. Community Development, Women, Child, Family, Gender Policies and their Implementation;
- ii. NGOs Coordination;
- iii. Folk Development Colleges;
- iv. International Organizations: UNICEF, UNIFEM;
- v. Performance Improvement and Development of Human Resources under this ministry; and
- vi. Extra Ministerial Departments, Parastatal Organizations, Agencies, Programmes and Projects under this ministry.

### ***Situation Analysis***

In the process of developing this Strategic Plan, MCDGC undertook a detailed situation analysis which included performance review, stakeholders' analysis, Strength, Weaknesses, Opportunities and Challenges analysis and identified a list of critical issues which were the basis for developing the objectives, strategies, targets and performance indicators for the next five years. The development of this Strategic Plan also took into account Tanzania Development Vision 2025, The National Strategy for Growth and Reduction of Poverty (MKUKUTA II), the 2010 CCM Election Manifesto, and the Ministry's policies and strategies.

### ***Vision, Mission and Core Values***

The following vision and mission statements were formulated:

#### Vision

To be the centre of excellence for promoting communities' proactiveness, confidence, commitment and hard working culture in striving for better livelihood embracing gender equality and children's rights.

#### Mission

To promote community development, gender equality, equity, children rights and family welfare through formulation, dissemination of policies, strategies, guidelines and coordination of their implementation in collaboration with stakeholders.

#### Core values

The ministry, in the performance of its function is guided by the following core values:

- (i) Discipline and commitment
- (ii) Creativeness
- (iii) Result oriented
- (iv) Integrity
- (v) Client focused
- (vi) Team spirit
- (vii) Transparency
- (viii) Impartiality
- (ix) Responsibility and Accountability
- (x) Punctuality
- (xi) Gender sensitive

### ***Development Objectives, Objectives and Strategies***

The Development objective of MCDGC is to provide favorable environment that will enhance community development, gender equality and equity, children rights and welfare and NGOs coordination for the wellbeing of the people. This will be achieved through developing policies, strategies and guidelines to promote community development, gender equality, equity, protection of children rights and welfare for sustainable socio-economic development. The development objective represents the highest level of results in the MCDGC result chain, though other law enforcement organs, public institutions, private institutions, non state actors and private individuals will also significantly contribute towards the achievement of this development objective.

Based on the above development objective the following are the objectives of the plan:

- A. HIV/AIDS infections in reduced and supportive services improved;
- B. Implementation of the National Anti-Corruption Strategy enhanced and corruption incidences reduced;
- C. Quality of service delivery improved;

- D. Capacities for self employment skills and income generation in communities improved;
- E. Gender equality, equity and women empowerment in the society promoted and safeguarded;
- F. Children's Rights and family welfare in the society promoted and safeguarded; and
- G. Community participation in development enhanced.

Strategies for achieving the objectives and performance targets are indicated in the SP Matrix.

***Performance Monitoring and Evaluation and Reporting:***

The role of Monitoring and Evaluation is to provide information for effective decision making and implementation of the plan. This SP puts in place the Monitoring and evaluation systems to monitor and evaluate the implementation process by identifying the result framework for the purpose of ensuring efficiency and effectiveness in service delivery. It intends to track and assess Ministry contribution in Vision 2025 and MKUKUTA II. In undertaking this function, the Ministry intends to carry out specific studies and performance reviews. The information from M&E will be reported and disseminated to key stakeholders as feedback.

## CHAPTER ONE

### **1.1. Introduction**

The Strategic Plan of the Ministry of Community Development, Gender and Children (MCDGC) covers a period of five years from July 2011 to June 2016. The Plan describes what the Ministry does and wishes to achieve, how it achieves the intended outcomes and results for its Clients and stakeholders and how it contributes to the national long-term goals and the development agenda. The Plan specifically explains MCDGC's Vision, Mission, Core Values, Mandate, Objectives, Strategies, Targets, Key Performance Indicators and expected Outcomes. It responds to the various policies and strategies that have been developed. These policies and strategies include: Community Development Policy (1996); Women and Gender Development Policy (2000); The National Children Development Policy (2008); National NGOs Policy (2001) and the National Strategy for Gender Development (2005).

The Plan also aligns with various national development strategies and planning frameworks such as Tanzania Development Vision 2025, the National Strategy for Growth and Reduction of Poverty (MKUKUTA II) and CCM Election Manifesto 2010.

### **1.2. Methodology**

The Strategic Plan has been developed in accordance with the Medium Term Strategic Planning and Budgeting Manual (MTSPBM) issued in 2007 which is the guiding framework for planning and budgeting in Tanzania. The Plan was prepared in a participatory approach involving MCDGC's staff, Local Government Authorities (LGAs), Civil Society Organizations (CSOs), Development Partners (DPs), Academia and other stakeholders.

In the course of developing the plan, reference was made to the Tanzania Development Vision 2025, the National Strategy for Growth and Reduction of Poverty (NSGRP II), CCM Election Manifesto 2010, various sector policies and strategies and national policy directives. Inputs were obtained from the implementation reports of the ending strategic plan 2007/8-2009/10 and studies such as Forward Looking Analysis (FLA) 2010, Poverty and Human Development Report (PHDR) 2010, Folk Development Colleges (FDCs) studies 2010, Views of the People 2007, Household Budget Survey (HBS) 2005 and Institutional Sector and Organizational Analysis (ISOA 2003).

In the process, the situation analysis was carried out, which included Performance Review, Stakeholders Analysis, Strengths, Weakness, Opportunities and Challenges (SWOC) analysis where critical issues were identified. These critical issues were used as a basis for reviewing the Mission, Vision and Core Values; and there after developing Objectives, Strategies, Targets and Key Performance Indicators and development of the Results Framework.

### ***1.3. Purpose of the Plan***

The Strategic Plan has been prepared with a view to providing a strategic direction of the MCDGC in the next five years and guides the implementation process. It also aims at creating a common understanding amongst staff, clients and stakeholders in order to enhance their collective efforts and contribution in attainment of core functions of the Ministry.

Furthermore, the SP is a tool for resource mobilization and allocation as well as it is the basis for the development of the Ministry's MTEF. It intends to monitor MCDGC performance through Public Expenditure Review (PER) and forms the basis for accountability to clients and other stakeholders.

### ***1.4. Layout of the Plan***

The strategic plan consists of four chapters. Chapter one covers introduction, purpose, methodology and layout of the plan. Chapter two comprises situation analysis on community development, gender development, children rights and family welfare and NGOs coordination. It also outlines mandates, roles and functions, vision, mission and core values of the previous plan, performance review for the period of 2007/8-2009/10, SWOC and stakeholder analysis. Chapter three contains the plan which includes the vision, mission, core values, objectives, strategies, targets and key performance indicators; and chapter four is about result framework which pinpoints the planned outcomes, monitoring plan, planned reviews, evaluation and the reporting plan.

## CHAPTER TWO

### SITUATION ANALYSIS

#### **2.1 Historical Background**

The Ministry of Community Development, Gender and Children (MCDGC) was established in November, 1990 as the Ministry of Community Development, Women Affairs and Children (MCDWAC). The Ministry had three core divisions and one programme namely: Women and Children; Training and Audio Visual; Technical and Self Help; and HESAWA Programme.

Prior to the establishment of the MCDWAC, there was a department of Community Development under the Prime Minister's Office which had five divisions namely: Women and Children; Training; Audio Visual; Research, Statistics and Planning; and Rural Construction and Technical Training.

Following the Organization and Efficiency reviews of all Ministries and Independent Departments under the Government's Civil Service Reform Programme, in 1997 the Ministry's roles, functions and operations were restructured. The Ministry's organizational structure was then comprised of two divisions: the division of Community Development and the division of Women and Children. However, it was thereafter realized that children development related matters were not given due prominence, hence the addition of the new division of Children Development in July 2003.

In the same year, the name of the Ministry was changed to reflect the new concept of gender which addresses equality between men and women in social, economic, and political development processes and became the Ministry of Community Development, Gender and Children (MCDGC). In 2006 the Ministry was given additional mandate of coordinating and monitoring NGOs activities which initially were under the Vice President's Office.

The mandate of the Ministry according to the Government Notice No.1 published on 13<sup>th</sup> January, 2006 included: Formulation and supervision of programmes and policies on issues concerning Community Development, women, children, family, gender and their implementation; Coordination and registration of NGOs; Managing FDCs and CDTIs; Collaborating with international organizations whose functions relate to the duties of the Ministry and overseeing agencies falling under this Ministry.

Since its establishment in 1990, the Ministry has continued to execute its roles and functions successfully. The following are some of the major achievements recorded:

- i. **Community Development**

Formulation of Community Development Policy in 1996 which has been the basis for mainstreaming community concerns into macro and sectoral policies. It enhanced

professional training in community development and also strengthened participatory bottom-up planning.

ii. **Gender Development**

Formulation of Policy on Women in Development (1992) which subsequently led to Women and Gender Development Policy formulated in 2000; women participation in the political arena increased from 15% in 1992 to over 30% in 2005; conducive environment for national legal, social and economic frameworks for gender equality and women empowerment created. For example: the review of the Land Act No. 4 of 1999, the Village Land Act No 5 of 1999, establishment of the Gender Desk (GD) in 2002 and the enactment of Sexual Offences Special Provision Act (SOSPA)1998.

iii. **Children Development**

Development of the 1993 National Programme of Action for Children led to the formulation of the National Child Development Policy (1996) that was revised in 2008. In addition, the Junior Council of the United Republic of Tanzania was established in 2002 that enabled children participation in national development agenda.

iv. **NGOs Coordination**

Inclusion of the NGOs coordinating mandates to the MCDGC led to an enhanced and comprehensive approach to community mobilization and increased participation in development.

## **2.2 The Mandate**

The Mandate of the Ministry according to Government Notice No.494 published on 17<sup>th</sup> December, 2010 are:

- i. Community Development, Women, Child, Family, Gender Policies and their Implementation;
- ii. NGOs Coordination;
- iii. Folk Development Colleges;
- iv. International Organizations: UNICEF, UNIFEM;
- v. Performance Improvement and Development of Human Resources under this ministry; and
- vi. Extra Ministerial Departments, Parastatal Organizations, Agencies, Programmes and Projects under this ministry.

## **2.3 The Roles**

According to its 2006 – 2011 SP, the Ministry has ten key roles. Four of these are of a developmental nature (community development, women and gender development, children's development, NGOs registration, coordination and monitoring) while the other six are of a management or administrative nature (planning and policy development, administration and

personnel management, community information, education and communication, accounting, internal auditing and procurement management).

## **2.4 The Major Functions**

The main functions of the Ministry as stipulated in the 2006 – 2011 SP are:

- i. Develop, coordinate, monitor and evaluate the implementation of the Community Development Policy and programmes.
- ii. Coordinate, prepare and issue guidelines and operating procedures for Community Development Institutes (CDTIs) and Folk Development Colleges (FDCs)
- iii. Develop guidelines for professional advancement of Field Units technicians, and Coordinate Community Based Organizations (CBOs).
- iv. Prepare implementation programmes, coordinate, follow-up and evaluate implementation of Women and Gender Development Policy.
- v. Collect, process and store women related data and statistics for utilization and dissemination.
- vi. Oversee coordination and monitoring of community based HIV/AIDS intervention paying attention to gender issues.
- vii. To formulate and oversee implementation of Children and Family development policies.
- viii. Registration, Coordination and Monitoring of NGOs
- ix. To advocate, publicize, disseminate, broadcast and document ministry's policies, strategies, programmes, plans, regulations and functions to create public awareness.

## **2.5 Vision and Mission**

The MCDGC's vision and mission as articulated in the 2006 - 2011 SP are as follows;

### **2.5.1 Vision**

To be the centre of excellence for promoting communities proactiveness, confidence, commitment and hard working culture in striving for better livelihood embracing gender equality and children's rights

### **2.5.2 Mission**

To prompt community action through formulation of policies, guidelines and programmes and follow up implementation to facilitate and empower men, women and families and advocate for gender equality and children rights in collaboration with MDAs, LGAs, NGOs,CBOs,FBOs, Development Partners and Communities.

## **2.6 Performance Review**

This section provides a summary of the major achievements and milestones recorded under the objectives of Strategic Plan 2006 – 2011. The section also addresses the major challenges experienced and recommendations given for improvement. The principles applied for the performance review include the degree to which performance indicators have been met or achieved, and the key factors that have constrained their full realization.

### **2.6.1 OBJECTIVE A**

#### **HIV and AIDS infections reduced and supportive services improved**

This objective was geared to put in place Workplace interventions on prevention and control of HIV and AIDS infections at the Ministry's Headquarters, CDTIs and FDCs. However in the course of implementation, the Ministry managed to reach the communities particularly those around FDCs and facilitated the registration of NGOs dealing with HIV and AIDS.

In the period under review, various interventions were implemented which resulted into: 1200 MCDGC Workers (70 per cent of the target) trained on HIV/AIDS prevention; three out of eight (8) MCDGC staff who declared their HIV positive status provided with support services; three hundred and seventeen (317) people affected by HIV and AIDS provided with life skills for self employment through 53 FDCs; a total of 118,436 community members (55,539 men and 62,917 women) around FDCs trained on HIV and AIDS prevention and control. Also, NGOs dealing with HIV and AIDS increased to 206 which is 4.6% of the total number of NGOs registered.

Implementation of the activities nevertheless, was constrained by: inadequate resources to carryout and monitor HIV and AIDS interventions at workplace; some of the staff living with HIV and AIDS are not willing to disclose their health status and limited financial resources to offer service to People Living with HIV and AIDS (PLWHA).

In order to address the above constraints, the Ministry intends to strengthen capacity to carryout and monitor HIV and AIDS interventions; enhance sensitization and facilitation for voluntary disclosure of their HIV positive status and provision of equal access to support services.

### **2.6.2 OBJECTIVE B**

#### **Efficiency and effectiveness in public service delivery improved**

The objective aimed at improving service delivery and performance through capacity building, networking, communication and strengthening teaching and learning environment. It also aimed at improving work ethics through the establishment of a client service charter.

In order to achieve this objective various activities were carried out which resulted into: the Client Service Charter developed and launched in 2009; Tanzania National NGOs Coordination website and database established and operationalized; Open Performance Review and Appraisal System (OPRAS) Training conducted to all staff at HQ, FDCs and CDTIs and 595 staff recruited. Other achievements include: improvement of working facilities particularly ICT equipment in the HQ, CDTIs, and FDCs such as LAN, Telecommunication network, Website and Internet services; increased number of CDTIs from 4 to 9 which raised the enrollment from 940 in 2005 to 4,397 in 2010; provision of 20 motor cycles to FDCs; rehabilitation of buildings and infrastructure at 34 FDCs and the installation of solar power to 5 FDCs.

Notwithstanding these achievements there were several constraints which needed to be addressed. These include: Client Service Charter developed but not fully disseminated; inadequate monitoring and evaluation of the implementation of Performance Management Systems (PMS); inadequate transport facilities for FDCs and CDTIs staff; inadequate human resources in terms of numbers and skills; inadequate incentive package to staff and lack of a comprehensive training program.

In addressing the mentioned constraints, the Ministry intends among other things to: disseminate the Client Service Charter to all stakeholders and enforce its implementation; prepare and implement comprehensive training program; submit human resource requirements to Public Service Management; develop an appropriate monitoring and evaluation of PMS; computerizing registry duties and provide transport facilities to all FDCs and CDTIs.

### **2.6.3 OBJECTIVE C**

#### **Effective resource management and accountability improved and sustained.**

This objective aimed at improving both human resources and management of financial resources, in terms of having adequate number of skilled staff and also ensuring unqualified audit reports.

In implementing activities geared to achieve this objective, the following results were recorded: the unqualified audit report for financial year 2007/2008 and 2008/2009 obtained; 5 staff trained on International Public Sector Accounting Standards (IPSAS); internal control systems over management of MCDGC financial resources strengthened; 8 Ministerial Tender Board (MTB) members, 8 Procurement Management Unit (PMU) staff and 53 Principals of FDCs trained on Public Procurement Act and regulations; 23 Accounts and procurement staff recruited in CDTIs and FDCs; 63 CDTIs and FDCs staff trained on effective resource management; and 3 members of staff trained on procurement audit.

The planned targets were however not met as expected due to: shortage of supplies officers in FDCs and CDTIs; untimely and under release of funds from Treasury; accumulation of unserviceable stores and equipment at FDCs and CDTIs and absence of comprehensive Asset Inventory Register.

In order to address the fore mentioned constraints the Ministry intends to: recruit staff on financial and procurement management skills to meet the Ministry's requirements; negotiate with the

Treasury on the need to increase funding and timely release of the allocated budget; facilitate Board of survey to board off unserviceable stores at FDCs and CDTIs; and prepare Asset Inventory Register

#### **2.6.4 OBJECTIVE D**

##### **Gender equality, equity and children's rights and welfare promoted and safeguarded in the society.**

The objective aimed at implementing national, regional and international instruments and commitments on gender equality and equity; children's rights and welfare as well as developing and reviewing current policies.

In its endeavor to attain the mentioned objective, the Ministry carried out various interventions which led to: establishment of Junior Council of the URT and 87 districts children councils; formulation of guidelines for Junior Council formation; research and documentation on the magnitude of Violence Against Children (VAC) of 2009; 80 Community leaders and 71 Law enforcers from Mwanza, Shinyanga, Mara, Kagera, Tabora, Singida, Kigoma, Dodoma and Manyara regions trained on Gender-Based Violence; gender checklist for Parliamentarians for monitoring and evaluation of Sectoral Annual estimates developed in 2010; para-legal services providers in Morogoro, Dodoma, Lindi and Shinyanga identified; and SADC Protocol on Gender and Development ratified in 2008.

Other achievements include: enactment of the Law of the Child Act No. 21 of 2009; translation of the law into Kiswahili and dissemination of 101,000 copies of Kiswahili fact sheets; 120 CDO's at Council level and 16 Principals of FDC's trained on child rights and welfare; ECD Communication Strategy and Newsletter, Posters, Leaflets, Video Clips produced and disseminated; the reviewed National Child Development Policy of 2008 disseminated to various stakeholders at all levels; 90 TOTs trained to provide knowledge and skills on population and family life education to CDOs and communities.

Despite the achievement recorded, the Ministry also faced the following constraints: inadequate appreciation of the roles of community development workers in the local government structures; continued existence of harmful traditional practices such as FGM in communities

To mitigate the above mentioned constraints the Ministry plans to: enhance positive collaboration with key stakeholders; advocate for increase and facilitation of Community Development Workers in LGAs; develop adequate capacity for PER for children issues and sensitize the community on alleviation of harmful traditional practices.

## **2.6.5 OBJECTIVE E**

### **Capacity for self – employment skills and income generation in communities enhanced**

The objective was geared to enhance economic empowerment of communities through strengthening knowledge and skills and technologies, including income generating support skills to enhance self-employment capacities.

In the period under review, various interventions were implemented which resulted into: Tanzania Women Bank established in 2009; the data bank and baseline for Women Development Fund (WDF) established; 585 Community Development Officers at LGAs trained on project write-up, entrepreneurship skills and participatory planning management; 18 Power Tillers supplied to 14 FDCs and 4 CDTIs as training tools in Kilimo Kwanza to enhance outreach programmes.

However, activity implementation was constrained by: low priority given for designated community business centres; town Planning system does not recognize the need to allocate space for informal sector, dilapidated infrastructure affecting learning and teaching environments in most CDTIs and FDCs

In addressing the constraints, the Ministry plans to: improve teaching and learning environment in CDTIs and FDCs; collaborate with other stakeholders to facilitate the establishment of community business centres; and facilitate expansion of Tanzania Women Bank.

## **2.6.6 OBJECTIVE F**

### **Gender mainstreamed in all policies, strategies, programmes and plans at all levels.**

This objective aims at mainstreaming in gender in policies, strategies, programmes and plans at levels.

In implementing activities geared to achieve this objective, the following achievements were recorded: gender was mainstreamed in 29 per cent of the existing sectoral policies viz. the Women and Gender Development Policy (2000), Children Development Policy (2008), Community Development Policy (1996), National Water Policy (2002), Education and Training Policy (1995) and Agricultural Policy (...). Furthermore, 98 per cent of all MDAs and LGAs facilitated to establish GDs; gender module in the FDCs' curriculum and degree courses at Tengeru Community Development Institute introduced; 118, 436 (55,539 men and 62,917 women) equipped with gender skills from 53 FDCs; and the Parliamentary Gender Budget Working Group for ensuring that the national and sectors' budgets are gender responsive established in 2009.

Despite the achievements there were number of constraints including: inadequate funds and sufficient skills to carry out gender mainstreaming; majority of GDs denied opportunity to participate in the sector budgeting processes; and limited willingness of the decision makers to accommodate gender mainstreaming in their respective organizations.

The Ministry intends to address the constraints by: building capacity of the MCDGC and GDs to engage into sector review processes; promoting the use of gender sensitive tools in programmes and plans; and developing and operationalizing the Gender M&E Framework and linking it with sectoral policies.

### **2.6.7 OBJECTIVE G**

**Families and communities' participation in decision making and effectively seizing on development opportunities enhanced.**

The objective aimed at promoting families and communities' participation in matters patterning to their well-being through training of CD experts with participatory methodologies for mobilizing and reaching communities at all levels.

In its endeavour to achieve the objective, the Ministry in collaboration with stakeholders undertook various interventions which resulted into: increased number of CDTIs from 4 in 2007 to 9 in 2010 which raised students' enrolment from 940 in 2005 to 4,397 in 2010; and a large cross-section of the population provided civic education with the view to enhancing community participation in decision making process through NGOs.

The achievements of the objective were nevertheless constrained by: inadequate number of skilled staff with participatory methodologies in mobilising and reaching communities at ward and village levels to engage in development programmes.

In order to address the shortcoming, the MCDGC intends to: enhance participatory planning at all levels; liaise with PMO-RALG and PO-PSM to ensure community development officers are recruited at all levels; and enhance advocacy on the importance of CD professionals to LGAs and CSOs.

### **2.6.8 OBJECTIVE H**

**Community based empowerment institutions strengthened.**

The objective aimed at improving the teaching and learning environment in FDCs with the view to providing technical and life skills to communities to enable them employ themselves and be employed in different sectors.

MCDGC manages 55 Folk Development Colleges all over the country. During the period under review, the Ministry carried out various interventions geared to improve teaching and learning environment in FDCs. They resulted into; buildings and infrastructures in 36 FDCs rehabilitated; 53 FDCs provided with teaching learning materials; student enrolment increased from 24,000 in 2005 to 31,000 in 2010; and 150 trained in various professional skills.

The activity implementation was nonetheless constrained by inadequate human and financial resources. The Ministry considers the necessity of: recruiting adequate staff, providing transport facilities to all colleges and rehabilitating buildings and infrastructures in the rest of the colleges.

### **2.6.9 OBJECTIVE I**

#### **Advocacy programmes to effectively raise communities and families awareness on government policies strengthened.**

The objective aimed at effectively raising families and communities awareness on government policies. In its endeavour to achieve the objective the Ministry carried out various activities which led to: 438 CDOs equipped with advocacy skills; Ministry's linkages with PMO-LARG, CSOs, and private sector strengthened; UN Campaign to 'Say No to Violence against Women and Children' launched 2008; and Parliamentarians sensitized on eradication of FGM in communities.

In spite of this, advocacy programmes were constrained by: resistance to change people's mind sets on harmful traditions and customs; inadequate resources which limits the LGAs capacity to recruit at least one CD worker in each ward to carryout outreach campaigns at community level as well as absence of Ministry's advocacy and communication strategy.

In addressing these constraints the Ministry plans to: develop Advocacy and Communication Strategy; strengthen Monitoring and evaluation system; and enhance planning capacity at all levels.

### **2.6.10 OBJECTIVE J**

#### **Participation of key stakeholders in community development issues enhanced**

The objective was aimed at increasing NGOs participation in community development processes. In its efforts to achieve this objective, the Ministry carried out interventions which led to: 96.6% (5800 out of 6000) targeted copies of popular version on National NGO Policy produced and disseminated to NGOs in five regions including Mwanza, Dodoma, Arusha, Dar es Salaam and Tanga; and 10 members of the NGO Coordination Board trained on monitoring and evaluation of NGOs and equipped with relevant tools including the NGO Code of Conduct.

However, participation of NGOs in community development initiatives was hindered by weak coordination of NGOs partnership with MDAs, insufficient NGOs sustainable programmes mainly due to donor dependence and low capacity of a National Council of NGOs coordination and networking with all NGOs in Tanzania mainland.

To address this situation the Ministry intends to: enhance coordination of NGOs partnership with MDAs; strengthen monitoring and evaluation of NGOs performance; build NGOs capacity in resource mobilization; and build capacity of the National Council of NGOs.

## 2.7 Stakeholders Analysis

In executing its mandate, MCDGC works and relates with stakeholders who could be broadly categorized into Public Sector, Private Sector, Civil Society Organizations and Development Partners. List of all stakeholder and their expectations are summarized in table 1.

**Table 1: Stakeholders Analysis**

<b>Name of the Stakeholder</b>	<b>Needs/Expectations of the Stakeholder from the Ministry</b>	<b>Negative Impact if needs/expectations are not met</b>	<b>Ranking of the Stakeholder</b>
1. Communities	Provision of knowledge, technical Skills and life skills.	Increased unemployment in communities.	High
	Empowerment of women both economically and politically.	Increased gender inequality	
	Advocacy on children rights and family welfare.	Deterioration of children and family welfare	
	Availability of Community Development experts at Ward and Village levels.	Limited application of participatory methodologies planning, implementation and monitoring of development endeavors.	
	Transparency	Limited sharing of information which is detrimental to community development.	
	Improved civic knowledge	Poor civic participation	
2. MDAs	Availability of accurate and up-to-date Ministry's policies, strategies and programmes	MDAs will fail to mainstream Ministry's issues in their own policies and strategies	Medium
	Transparency	Failure to network with other MDAs	
	Monitoring and evaluation system	Duplication of efforts	
	Technical support on gender mainstreaming	Gender will not be mainstreamed in sector policies.	
3. LGAs	Availability of well trained Community Development experts	The existing gap of Community Development experts in LGAs will continue to expand	High
	Provision of credit funds through WDF	Limited opportunities for women to secure capital.	

	Availability of Ministry's policies and guidelines	Implementation of the Ministry's mandate will stagnate	
	LGAS' Involvement in implementation of conventions, agreements, recommendations and programmes	Deterioration in implementation of International and regional commitments.	
4. DPs	Programmes and Plan for funding	Poor Implementation the Ministry's mandate	Medium
	Availability of Ministry policies and guidelines.	There shall be no guidance in channeling of resources	
	Accountability and transparency in resource utilization	Misuse of resources availed by DPs and Government	
	Effective Implementation of Ministry plans and programmes	Ministries vision can not be realized.	
	Close co operation and networking	Poor performance in Ministry's programmes and Plans	
	Performance reports.	There will be no more release funds from DPs.	
5.NGOs	Availability of Ministry's policies and strategies	Poor participation of NGOs and CBOS in community development endeavors	High
	Ministry to play a proactive role in ongoing reforms	Communities might fail to deliver the desired developments results	
	Well established cooperation and coordination mechanism	Poor enabling environment for NGOs to operate effectively and efficiently	
	Registration of NGOs.	NGOs services will be limited.	
6. FBOs	Availability of Ministry policies and guidelines	Poor participation of FBOs in Community development issues	Low
	Well established co-operation and networking	Poor facilitation in implementation of Ministry Policies by FBOs.	
7.Private Sector	Efficient utilization of resources and funds	Corruption	High

	Prompt payments for services and goods delivered by the Private Sector.	Delay in delivery of goods and service ordered by the Ministry	
	Transparency	Mistrust	
8. Financial Institutions	Information on staff, community development, gender, children and NGOs issues.	Failure in provision of loans to Ministry staff.	Low
9. Parliament	Information and reports on community development, gender, children and NGOs issues.	Limited support from the Parliament.	Medium
10. Media	Information on community; development, gender, children and NGOs issues.	Ministry's Mandate will not be publicized.	High

## 2.8 SWOC Analysis

The MCDGC like other institutions is not situated in the vacuum but in a social, cultural, political, legal and economic context. Internal and external context provides the environment within which the ministry operates and relate with other actors. The external context represents both opportunities and challenges while the internal context represents strengths and weaknesses in realizing its vision, mission and objectives. The following table provides a contextual analysis which identifying strengths weaknesses opportunities and challenges

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Presence of MCDGC vision, mission and long term goals.</li> <li>• Existence of expertise in participatory planning and management of development efforts.</li> <li>• Existence of the Women Information Centre.</li> <li>• Existence of Client Service Charter</li> <li>• Existence of competent and multi-disciplinary staff.</li> <li>• Team work spirit.</li> <li>• Clear job descriptions.</li> <li>• Low staff turnover.</li> <li>• Existence of reward mechanism</li> <li>• Existence of annual work plans</li> <li>• Existence of well defined organization structure</li> <li>• Existence of policies, laws, regulations, strategies, frameworks.</li> <li>• Existence of NGOs Code of Conduct</li> <li>• Existence of National Multisectoral Committee on Gender Based Violence</li> <li>• Existence of Ministerial and Tengeru CDTI Websites.</li> <li>• Existence of Tanzania National NGOs Coordination Website and database</li> <li>• Existence of Community Development Sector database.</li> <li>• Existence of regular meetings at various levels.</li> <li>• Effective NGOs registration.</li> <li>• Existing Folk Development Training Colleges and CDTIs</li> <li>• Existence of partnership with development partners, NGOs and private sector</li> <li>• Existence of legal and constitutional relationship with MDAs and LGAs</li> <li>• Existence National Council of NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Weak complaints handling mechanism</li> <li>• Un-institutionalized Culture of customer care.</li> <li>• Absence of feedback mechanism.</li> <li>• Inadequate staff especially in CDTIs, FDCs.</li> <li>• Inadequate implemented of OPRAS.</li> <li>• Lack of Human Resource Management Information System</li> <li>• Absence of human resources development programme</li> <li>• Inadequate research capacity</li> <li>• Inadequate IEC capacity</li> <li>• Inadequate M&amp;E capacity</li> <li>• Absence of WAN</li> <li>• Inadequate capacity for Information, Communication and Technology ( ICT)</li> <li>• Inadequate Management Information System (MIS)</li> <li>• Un-conducive working environment in CDTIs and FDCs.</li> <li>• Absence of gender disaggregated data.</li> <li>• Inadequate negotiation capacity and skills</li> <li>• Inadequate capacity in preparation of project proposals and report writing.</li> <li>• High dependence on development partners</li> <li>• Existence of Land disputes between FDCs and LGAs</li> </ul>

OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> <li>• Millennium Development Goals which advocate for gender equality and children welfare.</li> <li>• Existence of regional policy instrument for promotion of gender equality.</li> <li>• Constitutional reforms (article 13 guarantees equality of both men and women in different sectors).</li> <li>• Existence of National Development Vision 2025 which aims to attain gender equality and women empowerment.</li> <li>• Existence sector policies which integrate gender equality.</li> <li>• Public Service Reform Programs (PSRP).</li> <li>• Political will on Community Development Gender, Children rights and NGOs coordination.</li> <li>• Availability of appropriate human resources from the labour market</li> <li>• Existence of ICT for improving business processes.</li> <li>• Existence of local and international training institution to facilitate capacity building.</li> <li>• Existence of CD professionals in all local government authorities.</li> <li>• Existence of Development Partners.</li> <li>• Existence of private sector and CSOs dealing with children and gender issues</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate budget allocation</li> <li>• High customer demands and expectations xxxxxxxx</li> <li>• Mismatching of priorities between MCDGC and other stake holders</li> <li>• Adverse impacts of globalization on culture</li> <li>• Existence of retrogressive on traditions and customs within communities</li> <li>• Rural - urban migration among youth</li> <li>• Unwillingness of staff to work in hard to reach areas.</li> <li>• Poor working environment in CDTIs and FDCs i.e (housing, office, transport facilities) <ul style="list-style-type: none"> <li>• Existence of Poverty and HIV and AIDS.</li> <li>• Frequent change in technology</li> <li>• Inadequate CD staff at LGAs.</li> <li>• High dependence on development partners</li> <li>• Declining self help spirit amongst communities</li> <li>• Negative politics towards local development</li> <li>• Mismatching of accounting period with DPs</li> <li>• Multiplicity of laws governing CSOs operations</li> </ul> </li> </ul>

## **2.9 Recent Initiatives for Improving Performance**

- (i) 2 surveys on Folk Development Colleges were conducted for improving all training institutions ,
- (ii) Activities done through influence of Development Partners e.g. the enactment of Child Act of 2009, campaign against the killing of Albino ,Female Genital Mutilations (FGM),
- (iii) The meeting of ministers responsible for Gender and Women s Affairs at Great Lake regions held on 16<sup>th</sup> - 18<sup>th</sup> December,2010 on the establishment of regional centre for women research and peace building
- (iv) Ad hoc contributions to various NGOS by leaders,
- (v) Implementation of Child Participation and Protection Program,
- (vi) National Gender Diagnostic Study to identify the gaps existing between women and men was conducted in 2010,
- (vii) Launching of 2010-2020 Women Decades at National, Regional and grass root level,
- (viii) Operationalization of Gender Macro Working Group in 2010,
- (ix) broadcast educational Film on eradication of gender violence were prepared in 2010,
- (x) To prepare and broadcast TV/Radio sports on promotion of human rights in 2010,
- (xi) Execution of Videos shows in 22 wards and village levels in 2009,
- (xii) To conduct a forum with news editors and senior journalists assessing the implementations of Beijing +15 in 2010
- (xiii) Gender Basket Fund has been accepted by Donors and the Government since 2008.
- (xiv) 50/50 draft strategy has been developed in 2010
- (xv) GFP draft guideline has been developed and submitted to POPSM in 2010
- (xvi) 4 women information windows were established in 2009 in two FDCs and two CDTIs
- (xvii) Training Curricular for ordinary diploma and certificates were developed for CDTIs in 2007
- (xviii) Child rights and gender modules have been incorporated in NTA level 4 and NTA level 6
- (xix) CDTIs have been increased from 4 to 9
- (xx) Ordinary diploma and degree courses were introduced in CDTIs.
- (xxi) 2 FDCs have been established at Mputa (Namtumbo) and Mto wa Mbu (Monduli)
- (xxii) 130 CDOs were trained to become NGOs Assistant registrars at District and Regional levels

## **2.10 Critical Issues**

- (i) Increase awareness among staff on HIV/AIDS
- (ii) Preventing Land disputes in training institutions
- (iii) Enhancing Incentive package to workers.
- (iv) Disseminating Client service charter
- (v) Develop and implement Monitoring and Evaluations System.
- (vi) Gender Mainstreaming at all levels.
- (vii) Strengthening human resources management
- (viii) Enhancing gender equality, equity and Women empowerment
- (ix) Improve planning and budgeting capacity
- (x) Eradicating Harmful traditional practices
- (xi) Improving and expanding FDCs and CDTIs
- (xii) Improving working environment
- (xiii) Improving ICT and establishing a resource centre,
- (xiv) Enhancing PPP and community development,
- (xv) Enhancing self help projects

- (xvi) Focusing on policy Advocacy, Coordination, Monitoring and Evaluation
- (xvii) Enhancing Children's rights and welfare
- (xviii) Developing Strategies for minimizing the problem of street children
- (xix) Enhancing coordination and domestication of implementation and reporting of international and regional instruments on gender equality, children rights and welfare.
- (xx) Effective NGOs registration and coordination at all levels
- (xxi) Ensure effective performance of National NGOs Coordination Board and National Council of NGOs.
- (xxii) Enhancing relationship and partnership with stakeholders in particular NGOs and private sector.
- (xxiii) Improving IEC functions within the ministry
- (xxiv) Developing IEC strategy
- (xxv) Improving relationship with the Media
- (xxvi) Developing mechanism for improving coordination at the ministry
- (xxvii) Developing strategies to improve team spirit
- (xxviii) Improving good governance and accountability

## CHAPTER THREE

### 3.0 THE PLAN

This chapter articulates the Ministry's vision, mission, strategic objectives, strategies, targets, key performance indicators and expected outcomes for the MCDGC's Strategic Plan 2011 - 2016. It provides a brief rationale for adopting the objectives and how to achieve them. The strategic objectives were formulated through identified critical issues which emanated from the situation analysis discussed in the previous chapter.

#### 3.1 Vision

To be the centre of excellence for promoting communities' proactiveness, confidence, commitment and hard working culture in striving for better livelihood embracing gender equality and children's rights.

#### 3.2 Mission

To promote community development, gender equality, equity, children rights and family welfare through formulation, dissemination of policies, strategies, guidelines and coordination of their implementation in collaboration with stakeholders.

#### 3.3 Core values

The ministry, in the performance of its function is guided by the following core values:

- (i) Discipline and commitment
- (ii) Creativeness
- (iii) Result oriented
- (iv) Integrity
- (v) Client focused
- (vi) Team spirit
- (vii) Transparency
- (viii) Impartiality
- (ix) Responsibility and Accountability
- (x) Punctuality
- (xi) Gender sensitive

### 3.4 OBJECTIVES

In formulating and implementing its activities the Ministry is guided by the following objectives

#### 3.4.1 OBJECTIVE A

##### **HIV and AIDS infections reduced and supportive services improved**

##### **Rationale**

HIV and AIDS was declared by the president as a national pandemic. Its effects have great impact to the public service as well as communities. According to the public service circular No. 2 of 2006 concerning public servants living with HIV and AIDS, MCDGC will ensure provision of support services to staff living with HIV and AIDS and their families. The Ministry will continue to create awareness and prevention programmes to staff to prevent further spread of HIV.

### **Strategy**

The strategy to attain the objective is “Develop and implement gender sensitive workplace HIV and AIDS programs”.

### **Targets**

The following are the targets to achieve objective:-

- (i) Preventive interventions developed and implemented by June,2016
- (ii) Community based framework to protect women and children against HIV and AIDS and STIs finalized and operationalized by June 2012
- (iii) Care and supportive services to MCDGC staff living with HIV and AIDS facilitated by June, 2016

### **Key Performance Indicators**

The following Key Performance Indicators will be used to measure expected outcomes under this objective:-

- (i) HIV prevalence rate
- (ii) Percentage of staff living with HIV having access to supportive services.
- (iii) Percentage of staff attending voluntary HIV testing

### **Expected Outcomes**

- (i) Infection rate reduced
- (ii) Reduced Absenteeism
- (iii) Increased productivity
- (iv) Behavioral Change
- (v) Knowledge on HIV among staff increased

### **3.4.2 OBJECTIVE B**

#### **Implementation of the National Anti-Corruption Strategy enhanced and corruption incidences reduced**

##### **Rationale**

Corruption is one of the major challenges in Tanzania with negative effects on the socio-economic, political development of the society and severe effect on public service delivery.

The Government has developed the NACSAP II which aims at preventing and combating corruption by improving accountability, transparency and accessibility to equitably allocate public resources for service delivery and thus address corruption effectively.

##### **Strategy**

The strategy for attaining the objective is “Improve systems and structure of governance at all levels of MCDGC mandate to prevent corruption”.

## **Targets**

The following are the targets to achieve the objective:-

- (i) National Anti-corruption Action Plan mainstreamed in the MCDGC policies and strategies, implemented, monitored and reported by June 2016.
- (ii) Roles and functions of the Integrity committee implemented, monitored and reported by June, 2016
- (iii) Action Plan for preventing and combating corruption in NGO Sector developed, implemented and reported by June, 2016

## **Key Performance Indicators**

The following Key Performance Indicators will be used to measure expected outcomes under this objective:-

- (i) Number of reported corruption incidences
- (ii) Number of complaints received
- (iii) Number of employees sanctioned for involvement in corrupt practices

## **Expected Outcomes**

- (i) Reduced corruption incidences
- (ii) Behavioral Change
- (iii) Improved service delivery
- (iv) Improved access to resources
- (v) Increased public trust on the Government

### **3.4.3 OBJECTIVE C**

#### **Quality of service delivery improved.**

#### **Rationale**

Human, financial and physical resources are important factors for service delivery. Developing and utilizing these resources effectively and efficiently increase productivity and quality services. Thus there is need for concerted efforts towards resource mobilization and management. In view of the above, the Ministry gives high priority towards resource mobilization, management and accountability for the coming five years of the strategic plan life cycle.

#### **Strategies**

The following are the strategies for attaining the objective:

- (i) Strengthen MCDGC Management and Administrative System
- (ii) Enhance and sustain capacity of MCDGC in service delivery at all levels
- (iii) Strengthen internal control systems
- (iv) Coordinate planning and budgeting
- (v) Improve Communication systems at all levels

## **Targets**

The following are the targets to achieve the objective:-

- (i) Performance Management System (OPRAS, SDS, SP, M&E, Job list) operationalised and monitored by June 2016
- (ii) Human Resource Plan developed and implemented by June 2016
- (iii) Strategy for fund mobilization developed and implemented by 2016
- (iv) Human Resource Development Plan developed and implemented by June 2016
- (v) Headquarters office buildings rehabilitated and expanded by June 2016
- (vi) Procurement plan and inventory management developed and implemented by June 2016
- (vii) Quarterly financial reports timely prepared and submitted to treasury and CAG by June 2016
- (viii) Internal audit control system operationalised and reported by June 2014
- (ix) MCDGC complies with internal audit control system and reports prepared by June 2016
- (x) MCDGC Plans and Budgets prepared and implemented by June 2016
- (xi) ICT Strategy developed and Implemented by June 2016
- (xii) MCDGC public awareness programs developed, implemented and monitored by June 2016
- (xiii) MCDGC Communication strategy developed and operationalized by June 2016

## **Key Performance Indicators**

The following Key Performance Indicators will be used to measure expected outcomes under this objective:-

- (i) Number of unqualified audit reports;
- (ii) Employees turnover rate;
- (iii) Percentage of stakeholders satisfied with the quality of services.

## **Expected Outcomes**

- (i) Efficiency and effectiveness in the use of resources;
- (ii) Improved public services delivery.

### **3.4.4 OBJECTIVE D**

#### **Capacities for self employment skills and income generation in communities improved.**

##### **Rationale**

Since 2005 Tanzania's GDP annual growth rate averaged to 7 per cent. In 2009 the GDP declined to 6 per cent partly due to global economic and financial crisis. Statistics show that out of every 100 Tanzanians, 36 were poor in 2000/01 compared to 34 in 2007 (NSGRP II). Income poverty (basic needs and food poverty) varies across geographical areas, with rural areas being worse off mainly due to lack of appropriate skills and access to capital and market information. The Ministry therefore intends to undertake several interventions including facilitating community access to credit and provision of income generating support skills such as business, entrepreneurship, market and credit referrals for self employment and income generating activities as a means of curbing this challenge.

## **Strategies**

The following are the strategies for attaining the objective:

- (i) Promote Self employment and increase employment opportunities to men, women and youths in the informal sector
- (ii) Reduce women and youth workload
- (iii) Scale up Community development initiatives
- (iv) Empower women Economically
- (v) Improve teaching and learning environment in FDCs
- (vi) Advocate to the LGAs to re-establish and strengthen community centers

## **Targets**

The following are the targets to achieve the objective:-

- (i) 55 FDCs facilitated to provide income generating support skills to communities by June 2016
- (ii) 55 FDCs facilitated to disseminate skills on appropriate technology to community by June 2016
- (iii) Strategy for establishment and operationalization of Building Brigades developed and implemented by June 2016
- (iv) 55 FDCs facilitated to provide entrepreneurship skills to 275 women groups by June 2016
- (v) 275 women economic groups provided with loan through Women Development Fund by June 2016
- (vi) Buildings and infrastructures in 55 FDCs rehabilitated and expanded by June 2016
- (vii) 55 FDCs provided with tools, teaching equipment and materials by 2016
- (viii) Human resource plan for FDCs developed and implemented by June 2016
- (ix) Strategy for establishment and operationalization of community centres developed and implemented by June 2016.

## **Key Performance Indicators**

The following Key Performance Indicators will be used to measure expected outcomes under this objective:-

- (i) Percentage of graduates who are self employed
- (ii) Percentage of trained women and youth engaged in income generating activities

## **Expected Outcomes**

- (i) Reduced income poverty
- (ii) Increased self employment
- (iii) Improved community's living standard

### **3.4.5 OBJECTIVE E**

#### **Gender equality, equity and women empowerment in the society promoted**

##### **Rationale**

Gender equality, equity, and women empowerment are critical development issues. Currently, women exclusion from national processes, under representation in public life, in decision making weak entitlement to economic assets and gender based violence still persist

The objective, intends to contribute to the implementation of National, Regional and International Instruments on gender equality, women's rights and empowerment. It aims at preventing gender based violence, mainstreaming gender issues, facilitates the implementation of Ant-trafficking in Person Act. 2008; development of policies and strategies on gender equality and women empowerment.

##### **Strategies**

The following are the strategies for attaining the objective:

- (i) Promote women in political participation
- (ii) Strengthen Women's Information Centre (WIC)
- (iii) Promote Research and Documentation on Women issues
- (iv) Reduce Gender Based Violence
- (v) Mainstream gender
- (vi) Support the review of discriminatory laws
- (vii) Ensure availability and use of sex, age and gender disaggregated data and information

##### **Targets**

The following are the targets to achieve the objective:-

- (i) Women and Gender development policy reviewed and disseminated by June 2016
- (ii) Strategy on 50:50 women representation in managerial and decision making positions developed and implemented by June 2016.
- (iii) Women Information Windows established and operationalized in two CDTIs and two FDCs by 2016
- (iv) Women Research and Documentation Centre Established and operationalized by June 2016
- (v) International and regional conventions on gender equality domesticated and implemented at all levels by June 2016
- (vi) National Plan of Action for the Prevention and Eradication of violence against women and Children reviewed, resourced and implemented by June 2016
- (vii) GFPs in MDAs, regional secretariats and LGAs facilitated to effectively mainstream gender in policies, strategies, programmes, plans and budgets and national budget guideline by June 2016
- (viii) Gender mainstreaming in Sector policies, laws, plans, strategies, programs, and budgets facilitated by June, 2016
- (ix) Mechanism for gender responsive budgeting processes in MDAs, regional secretariats and LGAs developed by June 2016

- (x) MCDGC gender strategy developed, implemented and reported by June 2016.
- (xi) Sensitization Action Plan on discriminatory laws developed and implemented by June 2016
- (xii) Gender profile in Tanzania developed and disseminated by June, 2016

### **Key Performance Indicators**

The following Key Performance Indicators will be used to measure expected outcomes under this objective:-

- (i) Gender based violence reported cases
- (ii) Number of protocols on gender equality ratified and domesticated
- (iii) Number of sectoral policies and strategies gender mainstreamed
- (iv) Proportion of women in decision making positions at all levels

### **Expected outcomes**

- (i) Equity in accessing public resources and services.
- (ii) Increased productivity
- (iii) High participation of women in decision making
- (iv) Reduced violence against women.
- (v) Protected women rights
- (vi) Reduced maternal and infant mortality

## **3.4.6 OBJECTIVE F**

### **Children rights and family welfare in the society promoted and safeguarded**

#### **Rationale**

Child rights and family welfare are critical development issues; children are dependent on their families, communities and the state for their rights. The fulfillment of child rights requires an enabling environment from conception to the end of adolescence. Currently there is an increase in incidences of violation of children's rights in Tanzania. Significant indicators of violation of children rights and decline of child and family welfare include increase on the problem of child labour, street children, child trafficking, violence, abuse and exploitation of children. In addition household poverty has a significant effect on children development and family welfare.

The objective intends to facilitate the implementation of national, regional and international instrument of children's rights and family welfare. It aims at preventing violence against children, promote and protecting children rights and family welfare, facilitating the implementation of the law of the Child Act No 21 of 2009 and promoting child participation in the national development agenda.

#### **Strategies**

The following are the strategies that are used to attain the objective:

- (i) Advocate for children's rights and family welfare
- (ii) Reduce problem of street children

- (iii) Eradicate harmful traditional practice
- (iv) Reduce violence against children

### **Targets**

The following are the targets to achieve the objective:-

- (i) 140 LGAs facilitated to provide family life education to the community by June 2016
- (ii) International and Regional Conventions on the Rights and Welfare of Children and Family domesticated and implemented at all levels by June 2016.
- (iii) Policies and strategies for children and families welfare developed, monitored, reviewed and reported by June 2016
- (iv) 100 districts facilitated to provide ECD services by June 2016
- (v) National strategy for promoting child participation monitored and reported by June 2016
- (vi) Law of the child Act of 2009 Action Plan developed, implementation monitored and reported by June 2016
- (vii) strategy for reducing street children developed, monitored and reported by June 2016
- (viii) National Plan of Action to accelerate the eradication of FGM and other harmful traditional practices reviewed, monitored and reported by June 2015
- (ix) Child protection systems operationalized by June 2016

### **Key Performance Indicators**

The following Key Performance Indicators will be used to measure expected outcomes under this objective:-

- (i) Number of street children
- (ii) Number of reported cases on violence against children

### **Expected Outcome**

- (i) Improved children welfare
- (ii) Protected children rights
- (iii) Reduced child mortality.
- (iv) Reduced harmful traditional practices
- (v) Reduced violence against children.

## **3.4.7 OBJECTIVE G**

### **Community participation in development enhanced**

#### **Rationale**

NGOs and Community participation is crucial in implementation of community development programmes as it guarantees sense of ownership and enhances sustainability. Currently, there is low community participation in community development programmes as a Ministry has inadequate resources to facilitate training of adequate CD experts and coordinate NGOs. In view of the above the

Ministry intends to create an enabling environment through which NGOs and community participation will be enhanced.

### **Strategies**

The following are the strategies for attaining the objective:

- (i) Build capacity of LGAs to implement community development programs.
- (ii) Build capacity of CD experts
- (iii) Improve teaching and learning environment in CDTIs
- (iv) Enhance NGOs participation in sustainable development
- (v) Strengthen Coordination and advocacy of NGOs to reach the communities

### **Targets**

The following are the targets to achieve the objective:-

- (i) Community Development Policy monitored, reviewed and reported by June 2016
- (ii) Gender basket fund established and operationalized by June 2014
- (iii) Program for building CD experts capacity to undertake their functions developed and implemented by June 2016
- (iv) 9 CDTIs facilitated to undertake their functions by June 2016.
- (v) The National NGO Policy of 2001 reviewed, monitored and reported by June, 2016
- (vi) National NGOs Coordination Board and National Council of NGOs services facilitated by June, 2014
- (vii) 25 Regional and 140 District Assistant Registrars facilitated to coordinate NGOs by June 2016

### **Key Performance Indicators**

The following Key Performance Indicators will be used to measure expected outcomes under this objective:-

- (i) Proportion of Village/Mtaa assemblies holding statutory meetings
- (ii) Number of new community projects developed
- (iii) Proportion of community contribution in project implementation
- (iv) Proportion of NGOs contribution in development.

### **Expected Outcomes**

- (i) Increased participation in community development activities
- (ii) Increased productivity
- (iii) Reduced Poverty
- (iv) Improved sustainability of community development programs

## CHAPTER FOUR

### 4.0 RESULT FRAMEWORK

This Chapter shows how the results envisaged in this Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. Also the chapter shows how the various interventions to be undertaken during the five years of the strategic planning cycle will lead to achievement of the Development Objective, how the interventions will be monitored, what kind of reviews that will be done over the period and what type of evidence based evaluation studies and analytical work to be undertaken. The studies intends to show that the interventions have either led or are leading to achievement of the intended outcomes and finally how the indicators and progress of the various interventions will be reported and to which stakeholders. The remainder of this chapter shows the overall Development Objective which is basically the overall impact of MCDGC activities, beneficiaries of MCDGC services and how MCDGC objectives are linked to MKUKUTA II. The chapter also shows the Result Chain; the Result Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

#### **4.1 The Development Objective**

The Development objective of MCDGC is to provide favorable environment that will enhance community development, gender equality and equity, children rights and welfare and NGOs coordination for the wellbeing of the people. This will be achieved through developing policies, strategies and guidelines to promote community development, gender equality, equity, protection of children rights and welfare for sustainable socio-economic development. The development objective represents the highest level of results in the MCDGC result chain, though other law enforcement organs, public institutions, private institutions, non state actors and private individuals will also significantly contribute towards the achievement of this development objective.

#### **4.2 Beneficiaries of the MCDGC Services**

The Ministry is comprised of two levels of beneficiaries of services. The first level involves the direct beneficiaries of the services offered by MCDGC. These include MDAs, LGAs, Communities around FDCs and NGOs. The second level includes Citizens, Communities and CSOs.

#### **4.3 Linkage with MKUKUTA II**

This strategic plan has eight objectives which contribute to Vision 2025 and MKUKUTA II. Under vision 2025, MCDGC contributes to vision 2025 target 3.1 high quality livelihood and target 3.2 Good governance and rule of law. Under MKUKUTA II, MCDGC contributes to Cluster I, Growth and reduction of income poverty, Goal 2 Reducing income poverty through promoting inclusive, sustainable and employment – enhancing growth and Goal 3 ensuring creation and sustenance of productive and decent employment especially for women, youth and people with disabilities.

Cluster II, Improvement of quality of life and social well being, Goal 1 ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women, Goal 2 ensuring expansion of vocational, technical, polytechnics and higher education, and

improving non – formal and continuing education, and Goal 3 improving survival, health, nutrition and well being, especially for children, women and vulnerable groups.

The Ministry also contributes to Cluster III, Good governance and accountability, Goal 1 ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption – free at all levels, Goal 2 Improving public service delivery to all , especially to the vulnerable, Goal 3 Promoting and protecting human rights for all, particularly for poor women, children, men and the vulnerable, including people living with HIV and AIDS, Goal 4 Ensuring national and personal security and safety of properties, and Goal 5 Promoting and preserving culture of patriotism, hard work, moral integrity and self - confidence.

#### **4.4 Result Chain**

MCDGC's result chain consists of outcomes, outputs, activities and inputs which broadly contributes, Vision 2025 and MKUKUTA II as indicated above. A combination of the objectives and targets in the strategic plan and activities and inputs in the business plan forms MCDGC's result chain. The basic assumption is that, there is causal linkage in the various elements of MCDGC's result chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives which will lead to realization of MCDGC's development objective. Realization of MCDGC's development objective in the medium term will contribute to the achievement of Good Governance and rule of law attribute and Absence of Corruption and other vices target as stipulated in Vision 2025 and Governance and Accountability, Goal 2 on equitable allocation of public resources with corruption effectively addressed and operational target 2, which is to institute effective regulations and mechanism regarding petty and grand corruption under MKUKUTA II.

#### **4.5The Result Framework Matrix**

This matrix contains MCDGC's Overall development objective, objective code, objectives, planned outcomes and outcome indicators. The matrix envisions how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives. This is covered in detail in section 4.7. It should be noted that achievement of MCDGC's overall objective will be contributed by several other players, and may not be solely attributed to interventions under this strategic plan. The result framework matrix is detailed below as Annex ii.

#### **4.6 Monitoring, Reviews and Evaluation Plan**

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years strategic planning cycle which is 2011/12 -2015/16.

#### **4.6.1 Monitoring Plan**

The Monitoring Plan matrix consist of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the Division/Unit responsible for data collection, analysis and reporting. This Plan is comprised with 20 indicators which will be tracked quarterly and reported on annual basis. The monitoring and evaluation plan is detailed below:

**Table 4: Monitoring Plan**

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	YR 4	Y5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1	<b>HIV prevalence rate:</b> <i>This indicator intends to measure HIV infection status among MCDGC staff</i>	2010/11	xx	xx	xx	xx	xx	xx	HRI records	Documentary Reviews	Quarterly	Test Reports	Annually	DAHRM
2	<b>% of staff living with HIV having access to supportive services.</b> <i>This indicator intends to measure the quality of HIV and AIDS supportive services</i>	2010/11	100%	100	100	100	100	100	HRI records	Questionnaires	Annually	Raw data from questionnaires	Annually	DAHRM
3	<b>% of staff attending voluntary HIV testing:</b> <i>This indicator intends to measure the rate of voluntary HIV testing after sensitization.</i>	2010/11	xxx	xxx	xxx	xxx	xx	xx	HR records	Questionnaires	Annually	VCT reports	Annually	DAHRM

4	<b>Number of corruption incidences reported.</b> <i>This indicator intends to measure new occurrences of corruption practices at MCDGC</i>	2010/11	xx	xx	xx	xx	xx	xx	MCDGC Registry	Documentation Reviews	Annually	Personal Files	Annually	DAHRM
5	<b>Number of complaints received.</b> <i>This indicator intends to measure the number of complaints on corruption reported at MCDGC</i>	2010/11	xx	xx	xx	xx	xx	xx	External Stakeholders	Survey	Annually	Survey Reports	Annually	DAHRM
6	<b>Number of employees sanctioned for involvement in corrupt practices</b> <i>This indicator measures the number of staff who have been disciplined due to involvement in corruption</i>	2010/11	xx	xx	xx	xx	xx	xx	HR records	Documentary review	Annually	Personal file	Annually	DAHRM
7	<b>Number of unqualified audit reports:</b> <i>This indicator intends to measure accountability in financial management</i>	2008/09	1	1	1	1	1	1	Physical and Financial reports	Documentary Review	Annually	Audit Report	Annually	CA
8	<b>Employees turnover rate:</b> <i>This indicator intends to measure the rate of employees exit from the MCDGC</i>	2010/11	xxx	xxx	xxx	xxx	xx	xx	HR reports	Documentary Review	Quarterly	HR Reports	Annually	DAHRM

9	<b>% of stakeholders satisfied with the quality of services:</b> <i>This indicator measures stakeholders perception on quality of services provided by the MCDGC</i>	2010/11	xxx	xxx	xxx	xxx	xx	xxx	Stakeholders	Service Delivery Survey (SDS)	Biennially	Raw data from survey	Biennially	DPP
10	<b>% of FDCs graduates who are self employed.</b> <i>This indicator intends to measure number of FDCs graduate who are self employed.</i>	2010/11	xx	xx	xx	xx	xx	xx	FDCs	Tracer study	Biennially	Field visit	Biennially	DCD
11	<b>% of trained women and youths engaged in income generating activities</b> <i>This indicator indicates the number of women and youth engaged in income generating activities disaggregated by Girls and boys between 18-35 yrs and women over 35 years.</i>	2010/11	xx	xx	xx	xx	xx	xx	LGAs	Documentary review	annually	List of income generating groups	annually	DCD
12	<b>Proportion of women in decision making positions at all levels:</b> <i>This indicator intends to measure percentage of women in decision making positions in MDAs and LGAs</i>	2010/11	xxx	xxx	xxx	xxx	xx	xx	PO-PSM, PMO-RALG & National Parliament Office	Documentary Review	Annually	Raw data on proportion of women in decision making	Annually	DGD

13	<b>Number of street children:</b> <i>This indicator measures the change in number of street children</i>	2010/1 1	xxx	xxx	xxx	xxx	xx	xx	LGAs	Documentary Review	Annually	Raw data from LGAs	Annually	CDD
14	<b>Gender Based Violence reported cases:</b> <i>This indicator intends to measure percentage increase or decrease in Gender Based Violence reported cases</i>	2010/1 1	xxx	xxx	xxx	xxx	xx	xx	MoHA and LGAs	Questionnaires	Annually	Raw data from Questionnaires	Annually	DGD
15	<b>Proportion of Village/Mtaa assemblies holding statutory meetings.</b> <i>This indicator intends to determine the number of village/Mitaa assemblies holding statutory meetings</i>	2010/1 1	N/A	Xxx	xxx	xxx			LGAs	Questionnaires	Annually	Meeting minutes	Annually	DCD
16	<b>Number of protocols on gender equality ratified and domesticated</b>	2010/1 1	xx	xx	xx	xx	xx	xx	MDAs	Documentary review	Annually	Physical counting	Annually	DGD
17	<b>Number of reported cases on violence against children</b>	2010/1 1	xx	xx	xx	xx	xx	xx	LGAs	Questionnaires	Annually	Raw data from questionnaires	Annually	CDD

18	<b>Number of new community projects established</b> <i>This indicator measures new development projects resulting from village assembly resolutions</i>	2010/11	xx	LGAs	Documentary review	Annually	LGA reports	Annually	DCD						
19	<b>Proportion of community contribution in project implementation.</b> <i>This indicator intends to determine the contribution of the community in development projects.</i>	2010/11	xx	LGAs, & NGOs	Documentary Reviews & Questionnaires	Annually	NGOs annual Reports & Raw data from questionnaires	Annually	DCD						
20	<b>Proportion of NGOs contribution in community development</b>	2010/11	xx	NGOs, LGAs	Survey	Annually	Survey report	Annually	DNGO						

#### **4.7.2 Planned Reviews**

MCDGC plan to carry out a total of ten (10) formal reviews during the Strategic Planning Cycle, that is (5) midyear reviews and five (5) annual reviews. The reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. A total of 41 milestones will be tracked during the period of five years.

During the first year of the strategic plan (2011/12), one annual review will be conducted in June 2012. The review will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. The reviews will be based on a total of 8 pre-planned milestones. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective Directors will take a lead in the review process.

During the second year (2012/13), third year (2013/14), fourth year (2014/15) and fifth year (2015/16) eight more reviews will be undertaken i.e. two reviews per year. Like in the first year of the plan, the reviews in these years will also focus on performance against planned activities. Whereas during the second year, a total of 12 milestones will be assessed; 6 milestones will be assessed during third year and 5 milestones during fourth year, while a total of 10 milestones will be due for assessment during the fifth year (2015/16). Additionally, the reviews to be conducted during the fifth year focus on determining whether the planned outputs over the five years period have been achieved against the indicators, and if not what could have been the reasons for the under achievement. All the five years outputs and milestones will be reviewed. The review will also assess as to what extent the achieved targets have contributed towards achievement of five year outcomes as well as issues, challenges and lessons learnt over the five years period. The Permanent Secretary and Directors will take a lead in the review process on the completion of the strategic plan cycle.

The specific planned reviews, milestones timeframes and the responsible Divisions/Units are detailed below:

**TABLE 5: PLANNED REVIEWS**

<b>Years</b>	<b>Planned Reviews</b>	<b>Milestones</b>	<b>Timeframe</b>	<b>Responsible Person</b>
Year 1 2011/12	Two Reviews Per Year (Mid Year and Annual Reviews)	HIV Preventive interventions developed	June 2012	DAHRM
		Human Resource Plan developed	Dec 2012	DAHRM
		Strategy for fund mobilization developed	Dec 2011	DPP
		Human Resource Development Plan developed	June 2012	DAHRM
		Final accounts prepared and submitted to treasury and CAG	June 2012	CA
		MCDGC public awareness programs developed	June 2012	CDD
		Human resource plan for FDCs developed	June 2012	DCD
		Gender basket fund established	June, 2012	DPP
Year 2 2012/13	Two Reviews Per Year (Mid Year and Annual Reviews)	Community Based Framework to protect women and children against HIV and AIDS and STIs reviewed.	June , 2013	DCD
		ICT Strategy developed	Dec, 2013	HICT
		Final accounts prepared and submitted to treasury and CAG	June 2013	CA
		MCDGC Communication strategy developed.	June 2013	IEC
		Strategy for establishment and operationalization of community centres developed	June 2013	DCD
		Mechanism for gender responsive budgeting processes in MDAs, regional secretariats and LGAs developed	June 2013	DGD
		Sensitization Action Plan on discriminatory laws developed	June 2013	DGD
		Family development policy and IECD Policy developed	June 2013	CDD
		Child Development strategy developed	June 2013	DPP
		Law of the child Act of 2009 Action Plan developed	June 2013	CDD
		Strategy for reducing street children developed	June 2013	CDD
Program for building CD experts capacity to undertake their functions developed	June 2013	DCD		
Year 3 2013/14	Two Reviews Per Year (Mid Year and Annual	Final accounts prepared and submitted to treasury and CAG	June 2014	CA
		MCDGC gender strategy developed	June 2014	DPP

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
	Reviews)	Community Development Policy monitored, reviewed,	June 2014	DCD
		Action plan for preventing and combating corruption in NGO Sector developed and approved	June 2014	DNGO
		National Plan of Action to accelerate the eradication of FGM and other harmful traditional practices reviewed	June 2014	CDD
		Women and Gender development policy reviewed and disseminated	June 2014	DGD
Year 4 2014/15	Two Reviews Per Year (Mid Year and Annual Reviews)	Four Women Information Windows established	June 2015	DPP
		Final accounts prepared and submitted to treasury and CAG	June 2015	CA
		The National NGO Policy of 2001 reviewed	June 2015	DNGO
		Strategy on 50:50 women representation in managerial and decision making positions developed	June 2015	DGD
		Strategy for establishment and operationalization of Building Brigades developed	June 2015	DCD
Year 5 2015/16	Two Reviews Per Year (Mid Year and Annual Reviews)	National Anti-corruption Action Plan mainstreamed	June 2016	DAHRM
		Headquarters office buildings expanded	June 2016	DAHRM
		Final accounts prepared and submitted to treasury and CAG	June 2016	CA
		275 women groups trained on entrepreneurship skills	June 2016	DCD
		275 women economic groups provided with loan	June 2016	DGD
		Buildings and infrastructures in 55 FDCs rehabilitated and expanded	June 2016	DCD
		Women Research and Documentation Centre Established	June 2016	DGD
		International and regional conventions on gender equality domesticated	June 2016	DGD
		National Plan of Action for the Prevention and Eradication of violence against women and Children reviewed	June 2016	DGD
International and Regional Conventions on the Rights and Welfare of Children and Family domesticated	June 2016	CDD		

#### **4.7.3 Evaluation Plan**

This Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle, description of each study, the evaluation questions, methodology, timeframe and the responsible Division/Unit. MCDGC intends to conduct six evaluation studies over the period of five years with a total of 38 evaluation questions. The evaluation studies intends to obtain evidence as to whether the interventions and outputs achieved have lead to the achievement of the outcomes as envisioned in the strategic plan outputs. The Evaluation Plan matrix is detailed below:

**Table 6: Evaluation Plan**

<b>SN</b>	<b>Evaluation Studies</b>	<b>Description</b>	<b>Evaluation Study Questions</b>	<b>Methodology</b>	<b>Timeframe</b>	<b>Responsible Person</b>
1	Service Delivery Survey	This study intends to indicate the perception of external stakeholders on quality of MCDGC services.	<ul style="list-style-type: none"> <li>• Are our clients and stakeholders aware of the services provided by MCDGC?</li> <li>• Are our clients and stakeholders satisfied with the quality of service?</li> <li>• Are the service delivery strategies effective?</li> <li>• Is the mechanism for engaging MCDGC stakeholders effective?</li> <li>• What are the areas for improvement?</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting interviews</li> <li>• Administering questionnaires</li> <li>• Documentary review</li> </ul>	2014/15	DPP
2	Study on Female Genital Mutilation	This study intends to measure the nature of the problem, degree of awareness of the effects of Female Genital Mutilation and the effectiveness of the interventions	<ul style="list-style-type: none"> <li>• Why is the FGM practice persistent?</li> <li>• What is the level of awareness of the effects of FGM in the community?</li> <li>• How do communities perceive the effectiveness of the interventions?</li> <li>• Are the interventions achieving the intended objectives?</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting in depth interview</li> <li>• Questionnaires</li> <li>• Documentation reviews.</li> </ul>	Dec. 2012/13	CDD

3	Assessment study on the contribution of NGOs in community development	This study intends to assess the contribution of NGOs in community development.	<ul style="list-style-type: none"> <li>• At what stage of project, program implementation communities participate?</li> <li>• How do communities perceive the contribution of NGOs in enhancing their participation?</li> <li>• What are the challenges faced by the NGOs in enhancing community participation?</li> <li>• To what extent does NGOs collaborate with other stakeholders in enhancing community participation?</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting interview</li> <li>• Administer questionnaires.</li> <li>• Documentary review</li> </ul>	2011/12	DNGO
4	Street children survey	The study intends to determine the magnitude of street children problem.	<ul style="list-style-type: none"> <li>• Why is the problem persistent?</li> <li>• What kind of problems they encounter?</li> <li>• What are the alternative strategies to resolve the problem?</li> </ul>	<ul style="list-style-type: none"> <li>• Administer Questionnaires</li> <li>• Conducting interview</li> <li>• Documentary review</li> </ul>	June, 2012/13	CDD
5	Baseline Study	This study intends to collect the baseline data for the indicators in the monitoring plan	<ul style="list-style-type: none"> <li>• What is the current status for each of the indicator in the monitoring plan?</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Interviews,</li> <li>• Administer questionnaire</li> <li>• Documentary review.</li> </ul>	2011/12	DPP
6	Institutional Self Assessment	This study intends to determine the perception of staff on capacity and performance of MCDGC	<ul style="list-style-type: none"> <li>• How effective is leadership and top management</li> <li>• What is the management style</li> <li>• How is the quality of organization policies and strategies</li> <li>• How are organizational resources managed</li> <li>• Are staff satisfied with HR practices?</li> <li>• Are the business processes effective?</li> <li>• Is the mechanism for engaging</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct interviews</li> <li>• Administer questionnaires</li> <li>• Documentary review</li> </ul>	2015/16	DPP

			MCDGC staff effective? <ul style="list-style-type: none"><li>• What are the areas for improvement?</li></ul>			
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#### **4.8 Reporting Plan**

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

##### **4.8.1 Internal Reporting Plan**

This plan will involve preparation of various reports, i.e. Section, Division, Quarterly and Annual reports. These reports will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is detailed below:

**Table 7: Internal Reporting**

<b>S/N</b>	<b>Type of Report</b>	<b>Recipient</b>	<b>Frequency</b>	<b>Responsible Person</b>
1.	Section Report	Division/Unit Heads	Weekly	Heads of Sections
2.	Division/Unit Report	Permanent Secretary	Weekly	Heads of Divisions/Units
3.	Division/Unit Report	Permanent Secretary	Monthly	Heads of Divisions/Units
4.	Quarterly Report	Permanent Secretary	Quarterly	Heads of Divisions/Units
5	Mid - Year Review Report	Permanent Secretary	Semi-Annually	Heads of Divisions/Units
6	Annual Report	Permanent Secretary	Annually	Heads of Divisions/Units

##### **4.8.2 External Reporting Plan**

This plan will involve preparation of five types of reports namely Performance reports, financial reports, Annual reports, Project reports and three years Outcome report. The report will be submitted to the following stakeholders; The President's Office, Public Service Management, Prime Minister's Office, Ministry of Finance, Controller and Auditor General, Development Partners, the Parliament and the General Public. The reports will be prepared on quarterly and submitted on 15<sup>th</sup> of each month following the end of a given quarter, Semi – annually and annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed from time to time, as well as the Government Performance reporting requirements as stipulated in the Medium Term Strategic Planning and Budgeting Manual.

**Table 8: External Reporting**

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Quarterly Progress Reports	MOF	Quarterly	PS
2.	JP4 Progress Report	UNDP	Quarterly	PS
3.	Ruling Party Election Manifesto implementation Report	PMO	Semi-annually/ Annually	PS
4.	National NGOs Coordination Board Annual Implementation Report	Stakeholders	Annually	PS
5.	WIC Semi-annual Implementation Report	UNIFEM and AIDOS	Semi-annually	PS
6	Annual Progress Reports	MOF, Parliament, PMO	Annually	PS and Minister
7	Financial Statements	Controller and Auditor General and MOF	Annually	PS
8	ACRWC Country Report	AU	After three years	PS
9	CRC Country Report	UN	After five years	PS
10	CEDAW Country Report	UN	After five years	PS
11	WFFC Report	UN	After five years	PS
12	AFFC Report	UN	After five years	PS
13	Beijing Platform Report	UN	After five years	PS

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

##### **4.9.1 Level 1- Inputs**

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

#### **4.9.2 Level 2 – Activities**

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

#### **4.9.3 Level 3 – Outputs**

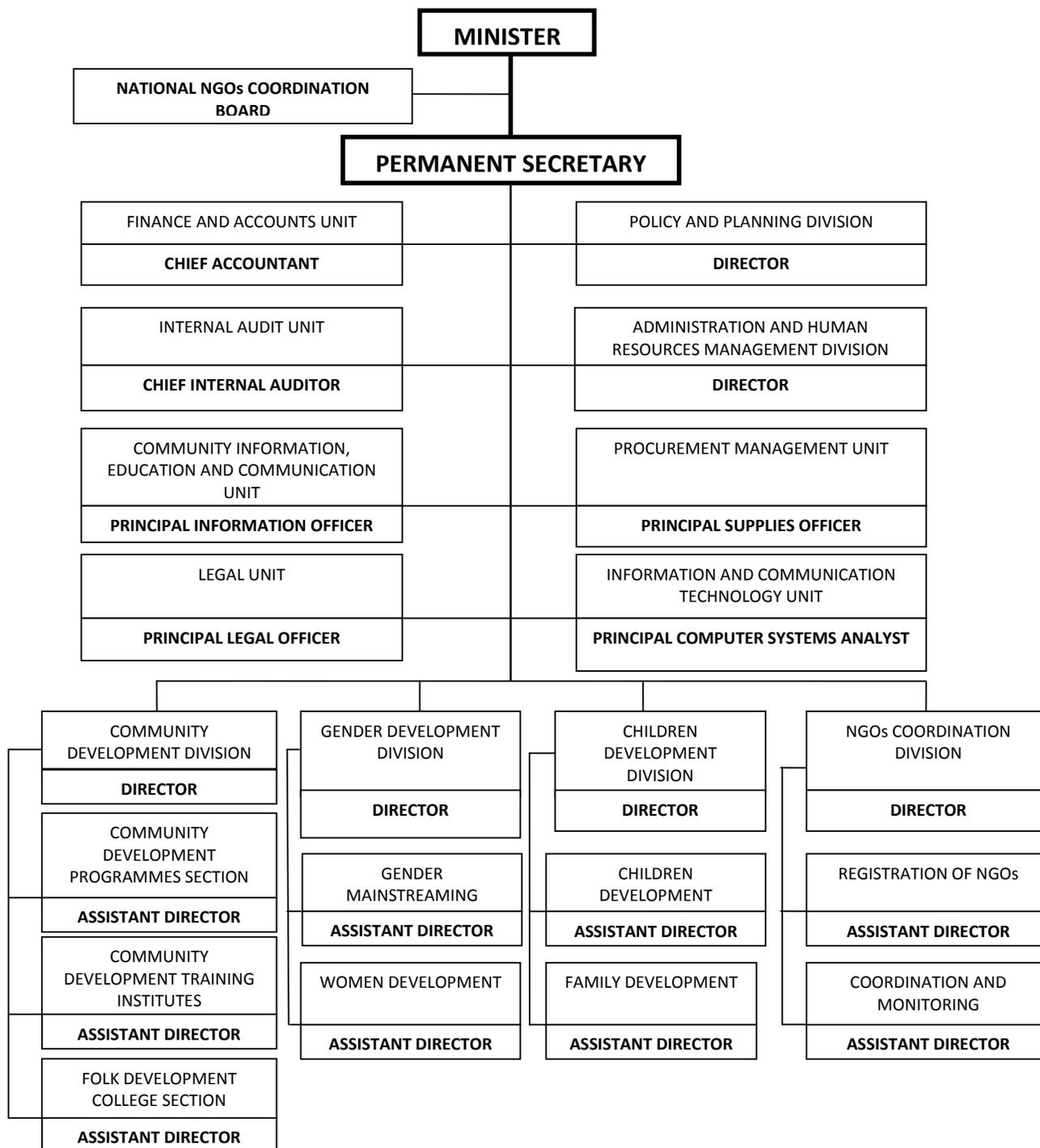
The third level of the Results Framework tracks the realization of the outputs that MCDGC produces and which are attributed solely to MCDGC. The outputs at this level will be measured by output Indicators and milestones and data collection and analysis will be done quarterly. Outputs or Milestones which have significant impact on achievement of the objectives will be reviewed quarterly and will be reported in Quarterly reports. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

#### **4.9.4 Level 4 - Outcomes**

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

## THE ORGANISATIONAL STRUCTURE

### MINISTRY OF COMMUNITY DEVELOPMENT, GENDER AND CHILDREN



## STRATEGIC PLAN MATRIX

Objectives	Strategies	Targets	Key Performance Indicators
<b>HIV and AIDS infections reduced and supportive services improved</b>	Develop and implement gender sensitive workplace HIV and AIDS programs.	Preventive interventions developed and implemented by June,2016	<ul style="list-style-type: none"> <li>• HIV prevalence rate</li> <li>• % of staff living with HIV having access to supportive services.</li> <li>• % of staff attending voluntary HIV testing</li> </ul>
		Community based framework to protect women and children against HIV and AIDS and STIs finalized and operationalized by June 2012	
		Care and supportive services to MCDGC staff living with HIV and AIDS facilitated by June, 2016	
<b>Implementation of the National Anti-Corruption Strategy enhanced and corruption incidences reduced</b>	Improve systems and structure of governance at all levels of MCDGC mandate to prevent corruption.	National Anti-corruption Action Plan mainstreamed in the MCDGC policies and strategies, implemented, monitored and reported by June 2016.	<ul style="list-style-type: none"> <li>• Number of corruption incidences reported</li> <li>• Number of complaints received</li> <li>• Number of employees sanctioned for involvement in corrupt practices</li> </ul>
		Roles and functions of the Integrity committee implemented, monitored and reported by June, 2016	
		Action plan for preventing and combating corruption in NGO Sector developed, implemented and reported by June, 2016	
<b>Quality of service delivery improved</b>	Strengthen MCDGC Management and Administrative System	Performance Management System (OPRAS, SDS, SP, M&E, Job list) operationalised and monitored by June 2016	<ul style="list-style-type: none"> <li>• Number of unqualified audit reports;</li> <li>• Employees turnover rate;</li> <li>• % of stakeholders satisfied</li> </ul>

		Human Resource Plan developed and implemented by June 2016	with the quality of services.
Enhance and sustain capacity of MCDGC in service delivery at all levels		Strategy for fund mobilization developed and implemented by 2016	
		Human Resource Development Plan developed and implemented by June 2016	
		Headquarters office buildings rehabilitated and expanded by June 2016	
Strengthen internal control systems		Procurement plan and inventory management developed and implemented by June 2016	
		Quarterly financial reports timely prepared and submitted to treasury and CAG by June 2016	
		Internal audit control system operationalised and reported by June 2014	
		MCDGC complies with internal audit control system and reports prepared by June 2016	
Coordinate planning and budgeting		MCDGC Plans and Budgets prepared and implemented by June 2016	
Improve Communication systems at all levels		ICT Strategy developed and Implemented by June 2016	
		MCDGC public awareness programs developed, implemented and monitored by June 2016	
		MCDGC Communication strategy developed and operationalized by	

		June 2016	
<b>Capacities for self employment skills and income generation in communities improved.</b>	Promote Self employment and increase employment opportunities to men, women and youths in the informal sector	55 FDCs facilitated to provide income generating support skills to communities by June 2016	<ul style="list-style-type: none"> <li>• % of FDCs graduates who are self employed</li> <li>• % of trained women and youth engaged in income generating activities</li> </ul>
	Reduce women and youth workload	55 FDCs facilitated to disseminate skills on appropriate technology to community by June 2016	
	Scale up Community development initiatives	Strategy for establishment and operationalization of Building Brigades developed and implemented by June 2016	
	Empower women Economically	55 FDCs facilitated to provide entrepreneurship skills to 275 women groups by June 2016	
		275 women economic groups provided with loan through Women Development Fund by June 2016	
	Improve teaching and learning environment in FDCs	Buildings and infrastructures in 55 FDCs rehabilitated and expanded by June 2016	
		55 FDCs provided with tools, teaching equipment and materials by 2016	
		Human resource plan for FDCs developed and implemented by June 2016	
Advocate to the LGAs to re-establish and strengthen community centres	Strategy for establishment and operationalization of community centres developed and implemented by June 2016.		

<ul style="list-style-type: none"> <li>• <b>Gender equality, equity and women empowerment in the society promoted</b></li> </ul>	Promote women in political participation	<p>Women and Gender development policy reviewed and disseminated by June 2016</p> <p>Strategy on 50:50 women representation in managerial and decision making positions developed and implemented by June 2016.</p>	<ul style="list-style-type: none"> <li>• Gender based violence reported cases</li> <li>• Number of protocols on gender equality ratified and domesticated</li> <li>• Number of sectoral policies and strategies gender mainstreamed</li> <li>• Proportion of women in decision making positions at all levels</li> </ul>
	Strengthen Women's Information Centre (WIC)	Women Information Windows established and operationalized in two CDTIs and two FDCs by 2016	
	Promote Research and Documentation on Women issues	Women Research and Documentation Centre Established and operationalized by June 2016	
	Reduce Gender Based Violence	International and regional conventions on gender equality domesticated and implemented at all levels by June 2016	
		National Plan of Action for the Prevention and Eradication of violence against women and Children reviewed, resourced and implemented by June 2016	
	Mainstream gender	GFPs in MDAs, regional secretariats and LGAs facilitated to effectively mainstream gender in policies, strategies, programmes, plans and budgets and national budget guideline by June 2016	
		Gender mainstreaming in Sector	

		policies, laws, plans, strategies, programs, and budgets facilitated by June, 2016	
		Mechanism for gender responsive budgeting processes in MDAs, regional secretariats and LGAs developed by June 2016	
		MCDGC gender strategy developed, implemented and reported by June 2016.	
	Support the review of discriminatory laws	Sensitization Action Plan on discriminatory laws developed and implemented by June 2016	
	Ensure availability and use of sex, age and gender disaggregated data and information	Gender profile in Tanzania developed and disseminated by June, 2016	
<b>Children's rights and family welfare in the society promoted and safeguarded</b>	Advocate for children's rights and family welfare	140 LGAs facilitated to provide family life education to the community by June 2016	<ul style="list-style-type: none"> <li>• Number of street children</li> <li>• Number of reported cases on violence against children</li> </ul>
		International and Regional Conventions on the Rights and Welfare of Children and Family domesticated and implemented at all levels by June 2016.	
		Policies and strategies for children and families welfare developed, monitored, reviewed and reported by June 2016	
		100 districts facilitated to provide ECD	

		services by June 2016	
		National strategy for promoting child participation monitored and reported by June 2016	
		Law of the child Act of 2009 Action Plan developed, implementation monitored and reported by June 2016	
	Reduce problem of street children	strategy for reducing street children developed, monitored and reported by June 2016	
	Eradicate harmful traditional practice	National Plan of Action to accelerate the eradication of FGM and other harmful traditional practices reviewed, monitored and reported by June 2015	
	Reduce violence against children	Child protection systems operationalized by June 2016	
<b>Community participation in development enhanced</b>	Build capacity of LGAs to implement community development programs	Community Development Policy monitored, reviewed, and reported by June 2016.	<ul style="list-style-type: none"> <li>• Proportion of Village/Mtaa assemblies holding statutory meetings</li> <li>• Number of new community projects developed</li> <li>• Proportion of community contribution in project implementation</li> <li>• Proportion of NGOs contribution in development.</li> </ul>
		Gender basket fund established and operationalized by June 2014	
	Build capacity of CD experts	Program for building CD experts capacity to undertake their functions developed and implemented by June 2016	
	Improve teaching and learning environment in CDTIs	9 CDTIs facilitated to undertake their functions by June 2016.	
	Enhance NGOs participation in sustainable development	The National NGO Policy of 2001 reviewed, monitored and reported by June, 2016	

	<p>Strengthen Coordination and advocacy of NGOs to reach the communities</p>	<p>National NGOs Coordination Board and National Council of NGOs services facilitated by June, 2014</p>	
		<p>25 Regional and 140 District Assistant Registrars facilitated to coordinate NGOs by June 2016</p>	

F. Communities' participation in development enhanced	Strengthen Local Government capacity to perform its functions	8 Research on community Development issues conducted by June 2014.	DCD	<ul style="list-style-type: none"> <li>• Proportion of Village/Mtaa assemblies holding statutory meetings</li> <li>• Number of new development projects established</li> <li>• Proportion of community contribution in project implementation</li> </ul>
		Collaborative functions with DPs and other stakeholders implemented by June 2014.	DCD	
		1300 CD experts facilitated to undertake their functions at grass root level by June 2014	DCD	
		Community Development Policy reviewed and disseminated by June 2014.	DCD	
	Build capacity of CD experts	Program for building CD experts capacity to undertake their functions developed and implemented by June 2014	DCD	
	Enhance Registration of NGOs	The National NGO Policy of 2001 reviewed by June, 2014	DNGOs	
		The amendment of NGO Act No. 24/2002 facilitated by June, 2014	DNGOs	
		NGOs registration undertaken by June, 2014	DNGOs	
	Strengthen Coordination of NGOs Strengthening capacity of LGAs to promote the rights and welfare of children and family	The capacity building of the National NGOs Coordination Board facilitated by June, 2014	DNGOs	
		The capacity building of the National Council of NGOs facilitated by June, 2014	DNGOs	
		Monitoring and Evaluation of 1800 NGOs undertaken by June, 2014	DNGOs	
		3 Consultative fora between NGOs Sector and other stakeholders conducted by June, 2014	DNGOs	
		Programs for building CDOs capacity on children rights and family welfare developed and implemented by June 2014	CDD	

		Community involvement in school feeding programs developed and monitored by June 2014	CDD	
	Improve infrastructure	Rehabilitation and expansion of college buildings and other infrastructures in 9 CDTIs and 30 FDCs undertaken by June 2014	DCD	

Table 3: RESULT FRAME WORK MATRIX

Development Objective	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
To provide favourable environment that will enhance community development, gender equality and equity, children rights and welfare and NGOs coordination for the wellbeing of the people	A	HIV and AIDS infections reduced and supportive services improved.	<ul style="list-style-type: none"> <li>• Infection rate reduced</li> <li>• Reduced Absenteeism</li> <li>• Increased productivity</li> <li>• Behavioural Change</li> </ul>	<ul style="list-style-type: none"> <li>• HIV prevalence rate</li> <li>• % of staff living with HIV having access to supportive services.</li> <li>• % of staff attending voluntary HIV testing</li> </ul>
	B	Implementation of National Anti-Corruption Strategy enhanced and corruption incidences reduced	<ul style="list-style-type: none"> <li>• Reduced corruption incidences</li> <li>• Behavioural Change</li> <li>• Improved service delivery</li> <li>• Improved access to resources</li> <li>• Increased public trust on the Government</li> </ul>	<ul style="list-style-type: none"> <li>• Number of corruption incidences reported</li> <li>• Number of complaints received</li> <li>• Number of employees sanctioned for involvement in corrupt practices</li> </ul>
	C	Quality of services improved.	<ul style="list-style-type: none"> <li>• Efficiency and effectiveness in the use of resources;</li> <li>• Improved public services delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of unqualified audit reports;</li> <li>• Employees turnover rate;</li> <li>• % of stakeholders satisfied with the quality of services.</li> </ul>

Development Objective	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
	E	Gender equality, equity and children's rights and welfare in the society promoted and safeguarded.	<ul style="list-style-type: none"> <li>• Equity in accessing public resources and services.</li> <li>• Increased productivity</li> <li>• High participation of women in decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Gender based violence reported cases</li> <li>• Number of protocols on gender equality ratified and domesticated</li> <li>• Number of sectoral policies and strategies</li> </ul>

			<ul style="list-style-type: none"> <li>• Improved children welfare</li> <li>• Protected women and children rights</li> <li>• Reduced maternal and child mortality.</li> <li>• Reduced harmful traditional practices</li> <li>• Reduced violence against women and children.</li> </ul>	<p>gender mainstreamed</p> <ul style="list-style-type: none"> <li>• Proportion of women in decision making positions at all levels</li> </ul>
	<b>F</b>	Communities' participation in development enhanced.	<ul style="list-style-type: none"> <li>• Increased participation in community development activities</li> <li>• Increased productivity</li> <li>• Reduced Poverty</li> <li>• Improved sustainability of community development programs</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of Village/Mtaa assemblies holding statutory meetings</li> <li>• Number of new community projects developed</li> <li>• Proportion of community contribution in project implementation</li> <li>• Proportion of NGOs contribution in development.</li> </ul>